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~~Memo w/ attach.~~	~~From Hamilton Jordan To The President Re: Selection of NASA administrator (12 pp.) / attached to memo from Rick Hutcheson to Hamilton Jordan~~ Open 10/15/97	~~4/1/77~~ 77	~~C~~

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THE WHITE HOUSE
WASHINGTON

April 1, 1977

Hamilton Jordan -

The attached was returned in the President's outbox. It is forwarded to you for appropriate handling.

Rick Hutcheson

Re: NASA Administrator

THE WHITE HOUSE
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
X		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

		ARAGON
		BOURNE
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		CARP
		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN.

March 31, 1977

Ham -
Check first with
H Brown & Schlesinger
J

MEMORANDUM FOR THE PRESIDENT

FROM: HAMILTON JORDAN

SUBJECT: NASA ADMINISTRATOR

This is a difficult post to fill. None of the candidates previously recommended by Frank Press for NASA were willing to come to Washington to accept the post. Frank undertook a new search, and his recommendations are attached. We have assurances that all three recommended would accept the post if offered.

The best candidate appears to be Bob Frosh, who is Frank's first choice. I recommend you interview Frosch if you are interested.

I will agree to interview Frosch ✓

I want to interview other candidates _____

_____ (Lovelace)

_____ (Cortright)

Attachments

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for Preservation Purposes


Press Memo

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEMORANDUM FOR

The President

SUBJECT: National Aeronautics and Space Administration Administrator

Attached is a new list of candidates with biographical material for the National Aeronautics and Space Administration.

The search for candidates for this position has been difficult. I am convinced that three of the four candidates that are on the attached list would be capable administrators of this important research and development agency. I do not feel that one candidate, former Senator Frank Moss, is as well qualified as his principal sponsors have suggested. I feel his appointment would not bring distinction to your Administration, would demoralize the agency, and would signal a politicization of what heretofore has been a highly technically proficient agency and a showpiece of America's technological strength.

Your choice of a NASA Administrator can, to a large extent, be determined by your personal philosophy as to the direction you want NASA to take during your Administration. Following the manned lunar landings, NASA has been concentrating on the difficult task of phasing down some of its activities and moving forward with the development of the space shuttle. There has been need for good management, but also management that has been of a "steady as you go" character. As the attached material attempts to show, we are, at the moment, approaching a crossroad in the history of the nation's involvement with space, one that will not be fully understood until after the shuttle becomes operational and a new generation of space activities begins. This transition-which in itself is as fundamental as the transition from the older NACA to NASA itself-will take place during your Administration.

If you wish to introduce creative new leadership with a capacity for developing a fresh perspective concerning NASA and the exploitation of the new potential of the space shuttle, effective leadership for this purpose would be provided by Robert Frosch. I should emphasize this does not imply a commitment to a more costly program.

If, on the other hand, you wish to extend the present agency approach, with a competent individual who would be respected and accepted by the agency and the Congress, but who would represent commitment to a relatively

stable, low-key agency, I believe Alan Lovelace would be an excellent candidate. Ed Cortright, previously a NASA Center Director, would provide similar leadership.

I would rank the candidates in the following order: (1) Robert Frosch, (2) Al Lovelace; (3) Edgar Cortright.

I cannot recommend former Senator Frank Moss as a candidate in either of the above scenarios in that I believe NASA must be guided by an administrator who can be a leader of a large scientific and technological enterprise.

It is my recommendation that you give careful consideration to Bob Frosch. He would provide a fresh view together with high caliber leadership for your Administration.

Frank Press

Frank Press

Attachments


Candidates bios

ROBERT ALAN FROSCH 48 - Falmouth, Massachusetts

Associate Director, Woods Hole Oceanographic Institution
Formerly Assistant Secretary of the Navy for R&D; Assistant Executive Director, UN Environment Program

COMMENTS

Robert Sproull (President of Rochester University and former Director, ARPA): "First rate scientist, very wise, thoughtful. Very broad gauge in almost any field he tackles. Unlikely to carry any baggage from past associations--he would tell it the way he sees it. Has done some very clear and cogent thinking about many fields of technology. It was his concern about the future (call it technology assessment if you will) that took him to Kenya and the UNEP."

Courtland Perkins (President, National Academy of Engineering): "Excellent man. Knows the government and how it works...thoughtful...broad gauge... good committee man."

Tom Owen (Assistant Provost for Academic Support, American University--former Chief of Naval Research): "Excellent person, I would give him the highest rating, served well and adapted to different political environment, very sharp-brilliant, thinks and speaks clearly and would be expert in dealing with the Congress."

Eugene Fubini (President, Fubini, Ltd): "He is a creative thinker, was intellectually the brightest of the Assistant Secretaries for R&D in the services during that period, gives a great speech, not as effective in translating his good ideas into programs."

Edward E. David, Jr. (former Science Adviser to the President): "Bob is first class and would be excellent in any Presidential appointment, is a great administrator and manager, would be an excellent choice for NASA."

Robert Alan Frosch
56 McCallum Drive
Falmouth, Massachusetts 02540
New York City May 22, 1928

EDUCATION

1947	A.B. Columbia University
1949	A.M. Columbia University
1952	Ph.D. Theoretical Physics, Columbia University

EXPERIENCE

1951-53	Scientist, Hudson Labs, Columbia
1953-54	Assistant Director, Theoretical Division
1954-56	Associate Director
1956-63	Director
1963-65	Director, Nuclear Test Detection ARPA
1965-66	Deputy Director, ARPA
1966-73	Assistant Secretary Navy R&D
1973-75	Assistant Exec. Director UN Environment Programme
1975---	Associate Director for Applied Oceanography, Woods Hole Oceanographic Institution

PUBLIC SERVICE & OTHER DATA

1967-69	Chairman Inter-Agency Committee on Marine Research, Education & Facilities
1969---	Department of Defense member of Committee for Policy Review, National Council on Marine Resources & Engineering Development
1967,'70	Chairman, U.S. Delegation to Intergovernmental Oceanographic Commn. meetings UNESCO, Paris
1966	Recipient Arthur S. Flemming Award
Present	Fellow A.A.A.S. Acoustical Soc. Am., IEEE.; mem. Am. Geophysics Union. Seismol. Soc. Am., Soc. Exploration Geophysicists, Marine Tech. Soc.

PUBLICATIONS

Researched and published numerous science and technology articles

PERSONAL

Married - 2 children

ALAN M. LOVELACE 48 - Severna Park, Maryland

Deputy Administrator, NASA

COMMENTS

Philip Handler (President, National Academy of Sciences): "...he is technically sound, a good manager, modest and unassuming, but is very convincing and sincere..."

Congressman Fuqua (Chairman of Subcommittee on Space Science and Applications, House Committee on Science and Technology): "He has capability to be the Administrator; possesses broad relevant experience; knows and works well with the Congress."

George Low (Former Deputy Administrator, NASA and now President, Rensselaer Poly. Inst.): "He has done an outstanding job as Deputy Administrator of NASA; would run a good, stable agency, is a team player but he lacks the spark of innovation."

Sam Phillips (Vice President, TRW Corp. and former Director of the Apollo Program): "He is a first-class technical man, an able administrator, serving effectively, deserves to stay on in the agency; has done a fine job and would rate high marks from those in the field."

William O. Baker (President, Bell Telephone Laboratory): "He has done a thoughtful and careful job, both at NASA and the Pentagon, would be good at bringing external inputs into agency planning, could tap external community for ideas and cultivate them, but is not an idea man himself, good, stable performer."

Alan M. Lovelace
Severna Park, Maryland
St. Petersburg, FL, Sept 4, 1929

EDUCATION

1951, BS Chemistry, University of Florida
1952, MS Organic Chemistry, University of Florida
1954, Ph.D. Organic Chemistry, University of Florida

EXPERIENCE

1954-56	Served with the USAF.
1956-64	Air Force Materials Laboratory, Wright-Patterson AFB, Dayton, Ohio
1964	Named Chief Scientist of AFML
1967	Named Director of the Air Force Materials Lab
1972	Named Director of Science and Technology for the Air Force Systems Command, Hq, Andrews AFB, Md
1973	Principal Deputy to the Assistant Secretary of the Air Force for Research and Development.
1974	Associate Administrator of the NASA Office of Aeronautics and Space Technology.
1976	Deputy Administrator of NASA

PUBLIC SERVICE AND OTHER DATA

Fellow, American Astronautical Society
Fellow, American Institute of Aeronautics and Astronautics
Member, National Academy of Engineering
Member, Air Force Association
Member, Sigma Xi,
Member, Phi Beta Kappa

Air Force Materials Laboratory Charles J. Cleary Award for Research, 1956.
Arthur S. Flemming Award (ten outstanding young men in Govt) in 1958.
Air Force Meritorious Civilian Service Award, 1959
Air Force Systems Command Certificate of Merit, 1964.
Federal Civilian Employee Award, Ohio Chapter, Society of Personnel Administration, 1964.
Air Force/Air Force Systems Command Meritorious Award for Program Management, 1969.
Office of Aerospace Research Award for Outstanding Contributions to Research, 1970.
National Civil Service League Career Service Award, 1971.
Air Force Exceptional Civilian Service Medal, 1973.
Von Karman Lecturer, American Institute of Aeronatuics and Astronautics, 1974

PUBLICATIONS

PERSONAL

Married - 2 children

EDGAR M. CORTRIGHT, JR. 54 - Toledo, Ohio

Vice President, Libby-Owens Ford Company

COMMENTS

Congressman Fuqua (Chairman of Subcommittee on Space Science and Applications, House Committee on Science and Technology): "He would be a very excellent candidate, has good administrative abilities; good scientific understanding."

Dan Fink (Vice President, General Electric): "Would be a good Administrator, is probably the best of the old management team at NASA."

Mike Collins (Former Astronaut, now Director, National Air and Space Museum): "He has an excellent background and is very good in organizational affairs, he did a particularly good job as President of the American Institute for Aeronautics and Astronautics; I have a great deal of respect for him; he would be good but probably not dramatic."

Harrison Schmitt (U.S. Senator, New Mexico; former astronaut): "Would not recommend him, although he managed the NASA Langley Research Center well, he is not dynamic enough, was at the limit of his growth."

H. Guyford Stever (Aerospace Consultant; former Science and Technology Adviser to the President: "He would be good, and would run the agency well, somewhat in the manner of Jim Fletcher, not dramatic."

Edgar Maurice Cortright, Jr.
4631 Farmington Rd.
Toledo, Ohio 43623
Hastings, PA, July 29, 1923

EDUCATION

1947, B.S., Rensselaer Poly. Inst.
1949, M.S.
1973, D.Sc. (hon.), The George Washington Univ.

EXPERIENCE

1948-58	Aero. research scientist in aerodynamics, Lewis Flight Propulsion Center, NACA, Cleveland, Ohio
1958-60	Chief, Advanced Tech. Programs, NASA, Washington, D.C.
1960-61	Asst. Director, Lunar and Planetary Programs
1961-67	Dep. Associate Administrator, Office Space Scis. and Applications
1967-68	Dep. Associate Administrator, Office Manned Space Flight
1968---	Director, Langley Research Center, Hampton, Virginia

PUBLIC SERVICE AND OTHER DATA

Organizer, Tiros and Nimbus programs, 1958-60; Ranger, Mariner and Surveyor programs.

Served to Lieutenant (j.g.), USNR, 1943-46.

Recipient Arthur S. Fleming Award, D.C. Junior Chamber of Commerce, 1963; NASA medal 1966, 67. Fellow, American Astronautical Society (Space Flight Award 1971), American Institute of Aeronautics and Astronautics; member, National Academy of Engineering, Sigma Xi, Tau Beta Pi, Gamma Alpha Rho, Pi Delta Epsilon, Delta Phi.

PUBLICATIONS

Editor, compiler: Exploring Space With A Camera, 1968. Contributed articles in field.

PERSONAL

Married - 2 children

FRANK E. MOSS 66 - Washington, D.C.

Lawyer, former Senator from Utah

COMMENTS

Congressman Fuqua (Chairman of Subcommittee on Space Science and Applications, House Committee on Science and Technology): "No, we need someone with better technical qualifications; would prefer NASA not to become politicized, should have someone familiar with technical aspects of the NASA program."

Mike Collins (Former Astronaut, now Director, National Air and Space Museum): "He is 66 and may be too old. I would not put a politician in the job and hope that things would be good with the Congress. There's a lot more to running NASA than Congressional relations."

David Scott (Former Astronaut, now Director, Flight Research Center, NASA): "Would not be a good choice; there needs to be someone with more aeronautical and space background and someone who could sign on for a number of years, my impression is that Frank Moss may be a little on the old side; he has been a good friend of NASA, but the executive management responsibilities needed would not, in my estimation, be his strongest abilities."

James E. Webb (Former Administrator of NASA): "You should not put someone in charge because he is a politician and you hope to have good Congressional relations. The NASA Administrator must understand and be able to manage with the confidence of all in the research community, DOD, and industry. He must be trusted by the Office of Management and Budget."

William O. Baker (President, Bell Laboratories): "...absolutely negative on him, he would be wrong for the agency either as #1 or #2."

Frank Edward Moss
Washington, D.C. 20510
Salt Lake City, Utah
September 23, 1911

EDUCATION

1933 B.A. with honors, University of Utah
1937 J.D. with honors, George Washington University

EXPERIENCE

1938-39 Member, Legal Staff SEC
1939-42 Law Clerk, Utah Supreme Court; Individual Practice Law
1940-50 City Judge, Salt Lake City, Utah
1951-58 County Attorney, Salt Lake County
1959--- Senator from Utah

PUBLIC SERVICE

Member Budget Comm., mem. Commerce Comm., chmn. Consumer Subcom.; vice chmn. Energy Natural Resources and the Environment Subcom.; mem. Aviation Subcom., Communications Subcom., Surface Transp. Subcom.; sec. Democratic Conf.; chmn. Aero. and Space Scis. Com., Policy Com., Steering Com.; ex-officio mem. Nat. Fuels and Energy Policy Study, Appropriations Com.; mem. Post Office and Civil Ser. Com., mem. Civil Ser. Subcom., Health Benefits and Life Ins. Subcom., Postal Affairs Subcom., Retirement Subcom.; mem. Aging Spl. Com., chmn. Long Term Care Subcom., mem. Employment and Retirement Incomes Subcom., Health of Elderly Subcom. Bd. dirs. Utah Cancer Soc. Served with JAG, USAAC. Mem. Utah Salt Lake County bar assns., Air Res. Assn. U.S. (v.p.), Am. Legion V.F.W., Utah Assn. County Ofcls. (pres.), Nat. Assn. Dist. Attys. (pres.), Utah Assn. for UN (dir.). Democrat. Mem. Ch. of Jesus Christ of Latterday Saints. Lion (past pres. Salt Lake City).

PUBLICATIONS

Author: The Water Crisis, 1967
Editor George Washington Law Review, 1936-37

PERSONAL

Married - 4 children

ADMINISTRATOR
NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
CANDIDATES CONSIDERED

ANDERS, William A.

BOILEAU, Oliver C., Jr.

BORMAN, Frank

BUCHSBAUM, Soloman J.

CHARYK, Joseph V.

COOPER, Robert S.

CORTRIGHT, Edgar M., Jr.

EVERETT, Robert

FINK, Dan J.

FLETCHER, James C.

FROSCH, Robert A.

GINZTON, Edward L.

GOLDMAN, Jacob E.

HACKERMAN, Norman

HEWLETT, William R.

KELLEY, Albert J.

KRAFT, Christopher C., Jr.

LEWIS, David Sloan, Jr.

LOVELACE, Alan M.

LOW, George M.

MARK, Hans M.

METTLER, Ruben F.

MOSS, Frank E.

MUELLER, George E.

MURRAY, Bruce C.

OLIVER, Barney

PERKINS, Courtland D.

PETRONE, Rocco A.

PHILLIPS, Samuel C.

PUCKETT, Allen E.

RICE, Donald

SAXON, David S.

TANENBAUM, Morris

WHEELON, Albert D.

WHITE, Robert M.

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

Rick -
Break down by dept & let me remind them to close out these items
J

April 1, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: Rick Hutcheson

SUBJECT: STATUS OF PRESIDENTIAL REQUESTS

Follow-up of Previous Reports:

1. Schultze and Powell: Anti-inflation statement-- In Progress (as part of the development of anti-inflation policy). next week or 4/12

2. Lance/Eckerd: Effectiveness of Federal Information Centers -- Option paper being reviewed by Senior Staff; to President 4/5.

3. Eizenstat: Pursue individually through Cabinet Officers regarding potential Legislative Agenda in domestic area -- Done. done

4. Eizenstat: What can we do without legislation to maximize openness in government -- In Progress, (draft Executive Order expected 4/20).

5. Eizenstat: The President will deliver an early environmental message -- if good -- In Progress, (option paper from Warren being reviewed by Senior Staff; to President 4/5).

6. Brzezinski: Check on the need for travel of Leo Cherne of PFIAB -- In Progress (expected 4/5)

7. Brown: Let the President know the status of any beyond the first three 747 Command Planes already in operation -- Done 4/2.

8. Blumenthal: Go over tax reform principles, general goals, and procedures with EPG; then submit back to the President your 2/8 memo with any amendments and/or comments -- In Progress.

9. Eizenstat: Prepare a draft message to Congress on the opportunity for regulatory reform and consult with Cabinet -- In Progress, (expected 4/8)

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10. Schultze/Lance: What rules on overtime should be established to prevent circumvention of employment limits in government -- In Progress (expected 4/6)

11. Bell: You know of the President's promise to make the Attorney General independent of White House control and influence. Please consult with your advisors and prepare draft legislation -- In Progress (expected 4/4)

12. Jordan: Give the President a complete list of all appointments we need to make -- In Progress (with the Cabinet) done

13. Hugh Carter: The letter from Rep. Jack Brooks regarding guidelines under which military passenger aircraft will be used by the Executive Office of the President should be checked with the Attorney General and sent to the President for approval-- In Progress (with IRS who is preparing guidelines; then to Lipshutz 4/7 for review and evaluation).

14. Jordan: Let's firm up the Navy Renegotiation Board Monday -- In Progress (with Goodwin Chase).

15. Vance: We should get the Senate to ratify the test ban treaty with the Soviets -- In Progress. done

16. Eizenstat: Find out how many different econometric models we are using for international analysis, and whether the CIA needs to know -- In Progress, (expected 4/4, previously expected 3/30).

17. Lipshutz: Stop the use of R.C. Carter's efforts to use the name "Carter" -- In Progress. done

18. Powell: See the President regarding John Pennington -- In Progress (with Doug Costle) done

19. Schultze, Blumenthal, Vance: What can we do about the Bahama Banks -- In Progress, (to be discussed at 4/4 EPG meeting).

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20. Brzezinski: Give the President a brief memo on the Oil Preference legislation -- In Progress (with Commerce)

21. Vice President: Please pursue ratification of treaties as marked that are pending before the Senate -- In Progress. done

22. Eizenstat: Assess priority and proper functions of Corps -- In Progress.

23. Schultze: Brief comment regarding the advisability for companies who pay for health care for employees in the future vs. payment from collected taxes -- In Progress. done

24. Califano: What can we do to a) have social security cards that cannot be forged easily; b) eliminate more than one card per person c) require positive identification of all welfare recipients when they qualify for benefits to avoid multiple payments to the same person; d) reduce the number of conventions -- In Progress (expected by 4/8).

25. Brown: Please comment on the letter from Mrs. James W. Totten about her brother, Major General George S. Patton -- Done 4/2. — where?

26. Eizenstat: You should talk with Bob Strauss to determine what should be done regarding duty imposed by U.S. concerning imports of men's suits -- In Progress. done

27. Schlesinger: Put thses ideas plus your own into a letter from the President to the TVA Board, asking for their assessment of the proposals -- In Progress, (expected 4/5).

28. Eizenstat: Comment on letter from Bob Edgar regarding positions on protection of wetlands -- In Progress, (expected 4/8).

29. Eizenstat: How can we stop this? -- regarding the preservation of judicial review and credibility thereof -- Done. done

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30. Vance: We should consider sending Nelson Rockefeller to Brazil and perhaps a couple of other countries to smooth out differences-- Message Conveyed.

31. Jordan: Toby Buttimer wants to come to visit us briefly. Please contact him or have Tim arrange a time -- Meeting scheduled with the President 4/6. done

March 25:

1. Eizenstat: Call Jim Wright and go see him -- Done (meeting has been scheduled for next week). done

March 28:

1. Eizenstat/Schlesinger: Begin working on a Notre Dame speech outline for May -- In Progress.

2. Eizenstat: Check with Congressional leaders or staffs regarding Cargo Preference legislation and report back to the President -- In Progress (Meeting with Cong. Murphy, et. al. scheduled for 4/7).

3. Bell: Progress on court reform, organized crime, etc. -- In Progress (listed in Weekly Summary 4/1).

4. Bourne: We should prepare an overall message regarding drugs, please comment -- In Progress, expected 4/14.

5. Moore: "Move on it" regarding the letter from Cong. Dan Glickman on an informal meeting -- Done. done
6. Jordan/Moore: Check with Eastland Wednesday or Thursday -- Done. (Frank called him 3/28). done

March 29:

1. Brzezinski: Let's contact Desai to determine India's commitment to non-proliferation -- In Progress (letter sent to Desai and other foreign governments notifying them of upcoming non-proliferation statement). done

2. Brzezinski: Assess need of moving toward favoring popular elections in Zimbabwa and Nambia -- In Progress. done

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3. Jordan: See the President regarding the letter from William Scranton -- Done. done

4. Schlesinger: You, Stu, Mike, Charlie, Bert, and others have to work with the President on tying together the four major concepts of the Administration -- Underway, (Schlesinger meeting with the President on Tuesday to discuss) done

Domestic Policy Status Report (from Eizenstat)

1. Consumer Issues: Message on ACA and possible other consumer participation items, to the President by 4/4.

2. Election Reform: Following bills in Congress. done

3. Hatch Act Revision Legislation: Coordinating interagency task force to work on statutory language with House Civil Service Subcommitee. done

4. Cargo Preference: Development of alternatives.

5. Aircraft Noise: Option paper to you by 4/15.

6. Clean Air Act: Coordinating with CEA, OMB, CEQ.

7. Environmental Message: Received this week for first time draft of Environmental Message from CEQ.

8. April 20 Energy Message: Coordinating with Schlesinger and staff. done

9. Hospital Cost Containment: Legislation now scheduled to reach the Hill at the end of the Easter recess. done

10. Comprehensive Health Assessment and Primary Group for Children (CHAPS): Legislation is scheduled to reach the Hill in early April.

11. Privacy: H.R. 214, the Bill of Rights Procedure Act has been referred to Mr. Kastenmeier's Subcommittee. Hearings have not been scheduled. Privacy Protection Study Commission will report to Congress and the President by 6/10.

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12. Agriculture and Urban Fringe: We are establishing a working relationship with the Department of Agriculture in order to assist in developing alternatives for problems of small farmers in these areas.

13. Community Reinvestment Act: Since it is an anti -redlining measure, we have followed the course of this legislation and will be closely watching the redraft of sections of the original bill.

14. Arab Boycott Legislation: We are working closely with our departments and the Hill in developing this legislation. done

15. Medicare/Medicaid Fraud and Abuse Bill: Ways and Means Subcommittee mark-up due on March 30-31. Commerce Subcommitee's mark-up not due for another week or more.

16. Clinical Laboratory Bill: Introduced. Staff is reviewing it.

17. Recombinant DNA: Draft legislation was circulated by HEW. Domestic Policy staff found it deficient in many respects.

18. Sugar: USDA study to be completed this week. Will probably be on 4/4 EPG agenda. STR chaired committee evaluating ITC findings; recommendations to the President by 5/3.

19. Dairy: New support rate of $9.00 per cwt (83% of parity) has been announced. Next quarterly review will be July 1. done

20. Farm Policy: Administration proposal under consideration by Agiculture Committees. done

21. Welfare Reform: Following through on timetable and approach decided on in meeting with Secretary Califano last Friday. done

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THE WHITE HOUSE
WASHINGTON

copy for me & done

Bill

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		MONDALE
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	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
✓	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

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		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

THE WHITE HOUSE
WASHINGTON

April 1, 1977

Tim Kraft -

The attached was returned in the President's outbox. It is forwarded to you for appropriate handling.

Rick Hutcheson

cc of April 14th only to:
Z. Brzezinski
Jim Fallows

President's Schedule for Week of
April 4, 1977

THE WHITE HOUSE
WASHINGTON

original to Tim Smith ~~Smith~~ Kraft

cc: our files
cc ~~to~~ Q → Brzezinski
Apr 14 + FALLOWS

ACTION	FYI	
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THE WHITE HOUSE

WASHINGTON

PROPOSED PRESIDENTIAL SCHEDULE
FOR THE WEEK OF APRIL 4TH, 1977

Monday, April 4	Note:	NBC to videotape this day-a "President's Workday."
7:30 a.m. (15 mins)		Dr. Brzezinski.
7:45 a.m. (15 mins)		Frank Moore.
8:00 a.m. (2 hours)		Cabinet Meeting.
10:00 a.m. (15 mins)		Jody Powell.
10:30 a.m.		Arrival Ceremony for Working Visit of President Sadat of Egypt. (Previously approved)
11:00 a.m. (90 mins)		Meeting with President Sadat. (Previously approved)
1:00 p.m. (30 mins)		Lunch with Vice President Mondale.
2:00 p.m. (20 mins)		Charles Schultze. Regularly-scheduled twice-weekly meeting.
2:30 p.m. (5 mins)		Present Cancer Courage Award for 1977 to Miss Minnie Riperton, a young black singer, to help launch the American Cancer Society's April Crusade. (Previously approved)

Continuation of Monday, April 4

5:30 p.m. (30 mins)	Meeting with Secretary Blumenthal, Messrs. Strauss and Eizenstat, Senators Muskie and Long and Rep. Ullman re Shoe Import Policy. The President now has the staff recommendations on this.
7:30 p.m.	Working Dinner with President Sadat. (Previously approved)

Approve ✓ Disapprove _____

Comments and Changes:

Tuesday, April 5

7:30 a.m. (15 mins)	Dr. Brzezinski.
7:45 a.m. (15 mins)	Frank Moore.
8:00 a.m. (90 mins)	Congressional Leadership Meeting. First 30 minutes with the Leadership and additional 60 minutes with appropriate Committee Chairmen relating to ~~Energy Plan~~ legislation. no
10:00 a.m. (15 mins)	Jody Powell.
10:30 a.m. (60 mins)	Second Meeting with President Sadat. (Previously approved)
1:30 p.m. (15 mins)	Meeting with Governor Arthur Link (D-N.Dak.) concerning Garrison Diversion Project. Jack Watson and Secretary Andrus recommend. (Secy. Andrus recently visited the project.) Tim Kraft recommends against this meeting because of precedent problem and suggests meeting be set up with Bert Lance and Corps of Engineers instead. Courtesy only - mtg
2:00 p.m. (20 mins)	Bert Lance.
2:30 p.m. (15 mins)	Peter Bourne requests a brief meeting to discuss the World Health Initiative memo and his trip to Burma, Thailand and Laos which begins Apr. 7.
7:00 p.m.	Speedreading Course (Last Session)

Approve _____ Disapprove _____

Comments and Changes:

Wednesday, April 6

8:30 a.m. (15 mins)	Dr. Brzezinski.
8:45 a.m. (15 mins)	Frank Moore.
10:00 a.m. (30 mins)	Press Conference. (Previously approved)
11:15 a.m. (10 mins)	Meet with 4 or 5 Trade Union Leaders to discuss international trade and its impact on jobs. Requested by I. W. Abel. Bob Strauss, Ray Marshall and Stu Eizenstat recommend that the President listen to their position which would follow a 20-minute meeting with the Vice President.
1:30 p.m. (15 mins)	Meeting with Governor Busbee and a group of about ten Japanese Business Leaders. (Previously approved)
2:00 p.m. (20 mins)	Vice President Mondale, Dr. Brzezinski and Admiral Turner. (Regularly-scheduled)
2:45 p.m. (15 mins)	Brief Visit with Toby Buttimer. (Previously approved) (Mrs. Carter and Mrs. Buttimer may also join)
3:00 p.m. (3 hours)	Hold Remainder of Afternoon for Private Working Time.
7:30 p.m.	Attend Opening Performance of Ringling Brothers Barnum and Bailey Circus in Washington. (Profits from this performance will be donated to the Hospital for Sick Children; it will also celebrate the 100th birthday of the founding of the Washington Post.) (Previously approved)

Change subjects to incl. inflation & labor law reform - See J. P.

Approve _____ Disapprove _____

Comments and Changes:

Thursday, April 7

8:30 a.m. (15 mins)	Dr. Brzezinski.
8:45 a.m. (15 mins)	Frank Moore.
9:00 a.m. (20 mins)	Senior Staff Meeting. (Moved from Monday because of Sadat visit)
9:30 a.m. (15 mins)	Jody Powell.
10:00 a.m. (60 mins)	Meeting with approximately 50 Members of Congress from Maryland, N. Jersey, Virginia, W. Virginia and N. York. This meeting is the first of several regional group meetings for Members of Congress which Frank Moore recently recommended and the President approved. (Brief remarks by the President, followed by Q and A.)
11:30 a.m. 20 mins)	Charles Schultze. (Regularly-scheduled)
12:00 Noon (30 mins)	Lunch with Bert Lance. (Regularly-scheduled)
6:15 p.m. (30 mins)	Preview Showing of the Tokugawa Family Japanese Art Exhibit at the National Gallery of Art.

Approve ✓ Disapprove _____

Comments and Changes:

Friday, April 8

8:30 a.m. (15 mins)	Dr. Brzezinski.
8:45 a.m. (15 mins)	Frank Moore.
10:30 a.m. (15 mins)	Jody Powell.
11:15 a.m. (10 mins)	Brief Visit with the Violinist, Yehudi Menuhin, who will be in Washington on this date in the course of a tour of this country. (Previously approved)
11:30 a.m. (20 mins)	Vice President Mondale, Dr. Brzezinski and Admiral Turner.
2:00 p.m.	Depart for Georgia for Easter weekend. Depart Calhoun for return to DC at 3:00 pm Sunday.

Approve ✓ Disapprove _____

Comments and Changes:

8:00	7:45-Moore 8:00-Cabinet	7:45-Moore 8:00-Cong. Leaders	Dr. Brzezinski F. Moore	Dr Brzezinski F. Moore	Dr Brzezinski F. Moore	Georgia	Ga
8:30							
9:00				Senior Staff			
9:30				J. Powell			
10:00	J. Powell	J. Powell	Press Conference	Cong. Mtg.			
10:30	Arrival for Sadat	Second Sadat Mtg.			J. Powell		
10:45							
11:00	Meeting with Sadat		Union Leaders		Yehudi Menuhin		
11:30				Chas. Schultze	V. P., Dr. B. & Adm Turner		
12:00		Lunch	Lunch	Lunch w/ Bert Lance	Lunch		
1:00	Lunch with V. Pres.						
1:30		Gov. Link	Japanese Industrialists				
2:00	Chas. Schultze	Bert Lance	V. P., Dr. B. & Adm Turner		Depart for Georgia		
2:30	Cancer Society pres.	P. Bourne	Toby Buttimer	X			
3:00			Private Working Time				Dep Calhou
3:30							
4:00							
4:30							
5:00							
5:30	Mtg. on shoe import policy						
6:00							Ret to W.
EVE-	7:30-Sadat Working Dinner	7:00-Speed-reading	7:30-Attend Circus	6:15-Japanese Art Preview, Natl. Gallery			
NEWS EVENT	Sadat	Sadat	P.C.				
MRS CARTER	Sadat events	Speedreading	7:30-Attend Circus	6:15-Natl. Gallery	To Georgia	Georgia	Ga

ISSUED: Wed., Mar. 30 3:30 p.m.

TENTATIVE & CONFIDENTIAL

THE WHITE HOUSE

WASHINGTON

PROPOSED PRELIMINARY PRESIDENTIAL SCHEDULE
FOR THE WEEK OF APRIL 11TH, 1977

Monday, April 11

8:00 a.m. (15 mins)	Dr. Brzezinski.
8:15 a.m. (15 mins)	Frank Moore.
8:30 a.m. (20 mins)	Senior Staff Meeting.
9:00 a.m. (2 hours)	Cabinet Meeting.
11:00 a.m. (15 mins)	Jody Powell.
12:00 Noon (30 mins)	Lunch with Vice President Mondale.

FYI - The traditional annual Easter Egg Roll will be held on the White House Grounds from 10:00 a.m. to 2:00 p.m. today. Any child, accompanied by an adult, is welcome, and with good weather, as many as 10,000 have attended. Possible family participation is being coordinated with First Lady's staff. President may wish to make brief appearance with Amy.

Approve ✓ Disapprove _____

Comments and Changes:

Tuesday, April 12

8:30 a.m. (15 mins)	Dr. Brzezinski.
8:45 a.m. (15 mins)	Frank Moore.
10:00 a.m. (20 mins)	Charles Schultze.
10:30 a.m. (15 mins)	Jody Powell.
11:30 a.m. (20 mins)	Vice President Mondale, Dr. Brzezinski and Admiral Turner.
1:30 p.m. (15 mins)	Swearing-in of Leonel Castillo and Grace Olivarez. Recommended by Hamilton Jordan and Joe Aragon.
2:00 p.m. (20 mins)	Bert Lance.
5:00 p.m. (2 hours)	Admiral Turner's Briefing on Intelligence. Family Theater. (With break at half-way point for light supper)

Approve ✓ Disapprove _____

Comments and Changes:

Wednesday, April 13

8:30 a.m. (15 mins)	Dr. Brzezinski.
8:45 a.m. (15 mins)	Frank Moore.
9:00 a.m. (5 mins) no more than 5 min.	Brief Meeting with Mr. Joseph E. Lowery, Acting President and Chairman of the Board, Southern Christian Leadership Conference, and other members of the Board, while they are in Washington for their spring meeting. This would be preceded by a 15-minute meeting with the Vice President. Bunny Mitchell recommends.
10:30 a.m. (15 mins)	Jody Powell.
11:30 a.m. (30 mins)	Meeting with NATO Secretary General Joseph Luns. (Previously approved)
1:30 p.m. (15 mins) Strauss present.	Meeting with Sol Chaiken, Murray Findley and three other Labor leaders (names to be provided by George Meany) to discuss the multi-fiber agreement. Requested by Meany and recommended by Landon Butler.
3:00 p.m. (3 hours)	Hold Remainder of the Afternoon open for Private Working Time.

Approve ✓ Disapprove _____

Comments and Changes:

U

Thursday, April 14

8:30 a.m. (15 mins) — Dr. Brzezinski.

8:45 a.m. (15 mins) — Frank Moore.

9:15 a.m. (30 mins) — Interview with John Chancellor, to be incorporated in the NBC television special to be shown the evening of the 14th. (Library) (Previously approved in concept)

10:30 a.m. (15 mins) — Jody Powell.

12:00 Noon — Address the Permanent Council of the Organization of American States on Pan American Day, at the Pan American Union Building. (Previously approved)

get Zbig, etc. to get early draft.

2:00 p.m. (10 mins) — Brief Meeting with John West (former Governor of South Carolina) Chairman, Task Force of the Education Commission of the States, to receive the Task Force's Alcohol Report. Secretary Califano and Peter Bourne recommend.

3:00 p.m. (60 mins) — Meeting with Dr. Schlesinger, Jack Watson and 12 to 15 State, county and local officials. This would be one of a series of meetings recommended by Dr. Schlesinger to solicit support for the National Energy Plan before the President's Address to the Congress on this subject. (Previously approved in concept by the President)

May be too early (ahead of Congress?)

Approve _____ Disapprove _____

Comments and Changes:

Friday, April 15

8:30 a.m. (15 mins)	Dr. Brzezinski.
8:45 a.m. (15 mins)	Frank Moore.
9:00 a.m. (5 mins)	Presentation of the Tyler Ecology Award to Eugene Odum. This is the largest ecology award in the world ($150,000) and has been won by the President's nominee, Dr. Odum. Stuart Eizenstat recommends.
9:20 a.m. (5 mins)	Brief meeting with Mike Abrams, Chairman, Dade Democrats for the People, plus Alfredo Duran and Sergio Bendixen. Hamilton Jordan recommends.
10:30 a.m. (15 mins)	Jody Powell.
11:00 a.m. (20 mins)	Charles Schultze.
11:30 a.m. (20 mins)	Vice President Mondale, Dr. Brzezinski and Adm. Turner.
12:00 Noon (30 mins)	Lunch with Bert Lance. (Moved from Thursday because of the OAS speech).

1:00 p.m.
(30 mins)

Editors Seminar. (Continuing the series of this type of meeting with editors from around the country).

2:00 p.m.
(60 mins)

(ahead of Congress?)

Meeting with Labor Leaders re Energy. This is another of the meetings recommended by Dr. Schlesinger to solicit support for the National Energy Plan.

3:00 p.m.
(3 hours)

Remainder of the Afternoon held open for Private Working Time.

Approve _____ Disapprove _____

Comments and Changes:

Saturday, April 16

9:00 a.m. (15 mins) — Dr. Brzezinski.

No other appointments proposed as of now for Saturday.

Sunday, April 17

10:00 a.m. — Sunday School, followed by Church Service at 11:00.

Approve _____ Disapprove _____

Comments and Changes:

8:00	F. Moore					
8:30	Senior Staff	Dr. B. F. Moore	Dr. B. F. Moore	Dr. B. F. Moore	Dr. B. F. Moore	
9:00	Cabinet		SCLC Reps.	Chancellor Interview	Tyler Award Mike Abrams	Dr. B.
9:30						
10:00		Chas. Schultze				Chas
10:30		J. Powell	J. Powell	J. Powell	J. Powell	
10:45						
11:00	J. Powell				Chas. Schultze	
11:30		V.P., Dr. B. Adm Turner	Secy. Gen. Luns, NATO		V.P., Dr. B. & Turner	
12:00	Lunch w/ Vice Pres.	Lunch	Lunch	Pan Am Day Speech at OAS	Lunch w/Lance	
1:00				Lunch	Editors Seminar	
1:30		Swear in Castillo & Olivarez	Sol Chaiken, et al			
2:00		Bert Lance		John West	Labor Ldrs. re Energy	
2:30						
3:00			Private Working Time	Mtg w/State, county & local officials re Energy	Private Working Time	
3:30						
4:00						
4:30						
5:00		Turner Briefing on Intelligence				
5:30						
6:00						
EVE.						
NEWS EVENT	Cabinet		Luns	Pan Am Add. Governors	Tyler Award Labor Ldrs.	
MRS CARTER		5:00 - Turner Briefing				

ISSUED: Wed., Mar. 30 3:30 p.m.

TENTATIVE & CONFIDENTIAL

THE WHITE HOUSE

WASHINGTON

ok
J

March 30, 1977

MEMORANDUM FOR: THE PRESIDENT

FROM: TIM KRAFT

RE: Schedule Proposal for DNC Event in Late April

Joel McCleary, DNC Treasurer, has requested that you attend a lunch in Washington during the last week in April for around 400 members of the DNC Finance Council.

Each member of this group has (or will have) committed to raise $5,000. The luncheon itself would not be a fundraiser, but primarily a drawing card for Finance Council members and an incentive for them to meet their fund-raising commitments soon.

In view of the current perilous state of DNC finances, Hamilton and I recommend that you do this.

The proposed format for your participation would include table-hopping and brief remarks. Since the audience will include community leaders from around the country, you might use the occasion to brief them on the energy plan, reorganization and other legislative priorities.

✓
APPROVE

DISAPPROVE

DEMOCRATIC
NATIONAL COMMITTEE 1625 Massachusetts Ave., N.W. Washington, D.C. 20036 (202) 797-5900

March 30, 1977

FINANCIAL POSITION

EXPENSES
Through July 30

Operations	1,160,000	
Debt Service*	1,715,000	2,875,000

PROJECTED INCOME FOR THE PERIOD

Direct Mail	600,000	
Large Donor Revenue	1,400,000	2,000,000

SHORTFALL (875,000)

NOTE:

*Total Debt:

Current	1,600,000	
Old	2,400,000	4,000,000

The DNC has raised $860,000 since January 1, 1977 and disbursed $610,000 in operating costs and retirement of debt.

The revenue which has been projected is contingent upon the co-operation of the President and Vice President. For example, the success we anticipate with the Direct Mail Program assumes the signature of the President on the fundraising letter. The amount we expect to receive from major contributors is based upon the scheduled June 9th Presidential event in New York and the scheduled Vice Presidential event on April 7th.

A mid-April appearance by the President before the National Finance Council members would assure an added revenue of $500,000. Although the event would not be a fundraiser per se, it would serve as a stimulus to the Finance Council to meet their fundraising commitment sooner than required.

In order to eliminate the balance of the "shortfall" we will need another major appearance by the President and more than the one Vice Presidential fundraiser scheduled.

The present financial crisis is primarily a result of the 1976 campa debt and fulfilling the political needs of the administration; i.e. polling, political travel, field operations services, etc.

THIS FORM HAS BEEN.

THE WHITE HOUSE

WASHINGTON

March 30, 1977

MEETING WITH A. CAMPBELL, E. POSTON, J. SUGARMAN

Friday - April 1, 1977
1:30 P.M.

From: Hamilton Jordan

I. PURPOSE

To finalize the three appointments for the Civil Service Commission.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: After the appointment of Allen Campbell as Chairman of CSC was decided upon, I proposed to you that we consider Ersa Poston and Jule Sugarman for the two other appointments. You will recall that one appointment had to be a Republican (Poston) and the other a Democrat (Sugarman). Campbell has met with both Ersa Poston and Jule Sugarman and discussed their interest with them. The purpose of this meeting, therefore, is to get all three together, let you ask Sugarman and Poston to serve with Campbell and have you outline to them what you want them to do with the CSC. Both Poston and Sugarman have indicated their desire to serve. Biographical material is enclosed on both.

B. Participants: Allen Campbell, Ersa Poston and Jule Sugarman.

C. Press Plan: No announcement to the press. W.H. Photographer.

Attachment

Electrostatic Copy Made
for Preservation Purposes

March 22,1977

TO: PRESIDENT CARTER

FROM: HAMILTON JORDAN

RE: CIVIL SERVICE APPOINTMENTS

Now that we have cleared the way for Allen Campbell's appointment as Chairman of the Civil Service Commission, we must make the two other appointments. One can be a Democrat and the other must be a Republican.

I am recommending Ersa Poston and Jule Sugarman for the two positions. Ersa is a black, Republican woman with direct experience in civil service work.

We have determined that both Poston and Sugarman are interested. To save you time interviewing them, I would suggest that we bring Campbell, Sugarman and Poston in together, let you ask Sugarman and Poston to serve with Campbell and outline to them what you would like for them to do with the CSC. This should make the best use of your time.

J.C.

_____ I agree with Poston and Sugarman and want t see them as you recommended.

_____ I disagree and suggest _____

ERSA POSTON

7 Carlton Terrace
Loudonville, N.Y. 12211
B: May 3, 1921 - 56 yrs.

Education

1942	B.A. Kentucky State University
1946	M.S.W. Atlanta School of Social Work

Experience

1975 -	Commissioner, New York State Civil Service, Vice Chair, IWY
1967-75	President, N.Y. State Civil Service Commission, Civil Service Dept.
1965-67	Director, N.Y. State Office of Economic Opportunity
1964-65	Confidential Assistant to Governor Rockefeller, N.Y.
1962-64	N.Y. State Youth Work Program Coordinator
1957-62	Area Director, N.Y. State Youth Commission

Personal

Black, Republican. National Urban league Equal Opportunity Award (first Woman recipient), 1976; U.S. C.S.C. Citation of Official Commendation and Praise, 1976.

JULE M. SUGARMAN

Atlanta, Georgia
B. Sept. 23, 1927 - 49 yrs.

Education

B.A.	American University
M.A.	American University

Experience

1976	Carter-Mondale Transition Staff
1974-76	Chief Administrative Officer, City of Atlanta
1970-73	Administrator, Human Resources Administration, N.Y.C.
1968-70	Acted as Associate Chief of Children's Bureau and Director of Child Development
1960-64	Associate Director for Head Start, O.E.O

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEMORANDUM FOR: The President

FROM: Jack Watson

SUBJECT: Meeting with Governor Joseph P. Teasdale (D-Mo.) Friday, April 1, 1977 1:00 - 1:15 p.m.

As you can see on the attached memo to you from Governor Teasdale, he wants to talk with you about four items:

(1) Possible move of St. Louis Airport to Illinois

Former Secretary of Transportation Coleman had authorized purchase of land in Illinois to build a major airport. Brock Adams announced Wednesday (3/30/77) that he was reversing this decision; the St. Louis Airport is no longer an issue with Governor Teasdale.

(2) Proposed move of Air Force Communications Center from Richards-Gebaur AFB, Mo. to Scott AFB, Ill.

The Air Force has recommended to Harold Brown that the Communications Center at Richards-Gebaur be closed out and not replaced by another unit. It is not yet clear exactly where the Center will be moved because of uncertain reorganization plans in the Air Force. Harold Brown has no externally imposed deadline for making a final decision on the move, but he does have a meeting on this subject Friday (April 1, 1977) with Senator Eagleton. I have attached the fact sheet which Harold will use in his discussions with Senator Eagleton. The recommendation and timing of the decision are confidential.

(3) Possibility of a National Cancer Research Center in Missouri

The National Cancer Act of 1971 authorized the National Cancer Institute to designate regional cancer centers. These are now known as Comprehensive Cancer Centers; 19 have been designated thus far, and Missouri does not have one. In order to be "designated," a hospital must successfully complete the NIH merit peer review program. There are no automatic grant monies for the Centers, but they obviously are better able to compete for funds once designated.

Neither of the two possible centers in Missouri is ready for the peer review process, but Governor Teasdale is eager to have a center, even though no privileged grant monies would be forthcoming. The "designation" decision is based strictly on merit review.

(4) Missouri/Federal relations for the next four years

I will be in touch with Governor Teasdale about these issues within the next few weeks. Early next week, I will be sending you a work plan for a 90-day study of the Federal Regional Councils, Title V and Title II Commissions. After your approval we will send the plan to the Governor. The Departments are now studying their own regional presences. We are building state and local involvement into all these reviews of the federal apparatus for dealing with the states.

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEETING WITH SENATOR FLOYD HASKELL AND
REPRESENTATIVES OF THE ROCKY MOUNTAIN FARMERS UNION

Friday, April 1, 1977
10:00 a.m. (15 minutes)
Cabinet Room

I. PURPOSE From: Frank Moore FM.

To discuss agriculture problems peculiar to the Rocky Mountain area of Colorado and Wyoming.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: Members of the Rocky Mountain Farmers Union are mostly family farmers whose main income is from wheat, cattle and sugar beets. They are concerned that the President's farm program will not give them adequate price supports, particularly for wheat. Other members of this group came to Washington on March 2nd and met with Secretary Bergland. While they feel they were able to get their points across to the Secretary, they know that the President establishes farm policy and, therefore, want an opportunity to express their views to him.

B. Participants: The President
Senator Floyd Haskell (D-Colo)
John Stencel III - President, Rocky Mountain Farmers Union
Robert E. Wingfield - President, Yuma County Farmers Union (Colorado)
James A. Mitchek - President, Cheyenne County Farmers Union (Colorado)
Roland David Naibauer - President, Weld County Farmers Union (Colorado)
Sandra Rose Berry - Secretary, Kit Carson County Farmers Union (Colorado)
Boyd S. Mills - President, Washakie County Farmers Union (Wyoming)
Staff: Frank Moore and Dan Tate

C. Press Plan: White House Photo Only.

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEETING WITH SENATOR HERMAN E. TALMADGE

Friday, April 1, 1977
12:15 p.m. (30 minutes)
The Oval Office

From: Frank Moore FM.

I. PURPOSE

To discuss problems in the agriculture community.

II. BACKGROUND, PARTICIPANTS & PRESS PLAN

A. Background: As Chairman of the Committee on Agriculture, Nutrition, and Forestry, the Senator is the key to winning Senate approval of our proposed support levels for agricultural commodities and our proposed revisions in the food stamp program. Also, he is the Vice Chairman of the Finance Committee and has considerable influence with Russell Long. Talmadge is not keen on the rebate.

B. Participants: The President and Senator Talmadge.

C. Press Plan: White House photo only.

(3) Possibility of a National Cancer Research Center in Missouri

The National Cancer Act of 1971 authorized the National Cancer Institute to designate regional cancer centers. These are now known as Comprehensive Cancer Centers; 19 have been designated thus far, and Missouri does not have one. In order to be "designated," a hospital must successfully complete the NIH merit peer review program. There are no automatic grant monies for the Centers, but they obviously are better able to compete for funds once designated.

Neither of the two possible centers in Missouri is ready for the peer review process, but Governor Teasdale is eager to have a center, even though no privileged grant monies would be forthcoming. The "designation" decision is based strictly on merit review.

(4) Missouri/Federal relations for the next four years

I will be in touch with Governor Teasdale about these issues within the next few weeks. Early next week, I will be sending you a work plan for a 90-day study of the Federal Regional Councils, Title V and Title II Commissions. After your approval we will send the plan to the Governor. The Departments are now studying their own regional presences. We are building state and local involvement into all these reviews of the federal apparatus for dealing with the states.

THE WHITE HOUSE

WASHINGTON

March 31, 1977

PHOTO SESSION WITH REP. DANIEL R. GLICKMAN (D-KANS 4)

Friday, April 1, 1977
9:00 A.M., (5 minutes)
The Oval Office

From: Frank Moore

I. PURPOSE

Photo session and opportunity to discuss the Administration's farm policies.

II. BACKGROUND, PARTICIPANTS, & PRESS PLAN

A. Background: The farmers in Rep. Glickman's district are very concerned about the Administration's farm policies. Rep. Glickmar would like to discuss their feelings with the President.

B. Participants: The President, Rep. Dan Glickman, Frank Moore, and Jim Free.

C. Press Plan: White House photographers and wire service photographers.

III. TALKING POINTS

1. Omnibus farm bill - wheat policy

** This meeting is basically a photo session and there will be very little time for actual discussion of farm policies.

THE WHITE HOUSE

WASHINGTON

March 31, 1977

DROP-BY -- FRANK MOORE'S WEEKLY CONGRESSIONAL LIAISON MEETING
Friday, April 1, 1977
3:00 p.m. (5 Minutes)
The Roosevelt Room

From: Frank Moore F.M.

I. PURPOSE

To meet briefly with the Congressional Liaison department and agency heads to stress the importance of the vote on the tax rebate.

II. PARTICIPANTS AND PRESS PLAN

A. Participants: See attached list

B. Press Plan: White House photo only

III. TALKING POINTS

1. Because it is the Administration's first major economic initiative, a defeat on the tax rebate would be considered a lack of confidence in its economic judgment.

PARTICIPANTS

The President

Douglas J. Benet, Jr. (State)
Brian Atwood (State)
Terrence Bracy (Transportation)
Ray Calamaro (Justice)
Gary Catron (Interior)
Nik Edes (Labor)
Gene Godley (Treasury)
Jean Lewis (AID)
Andrew Manatos (Commerce)
Tom Sand (Agriculture)
Harry Schwartz (HUD)
Jack Stempler (Defense)
Patricia Wald (Justice)
Richard Warden (HEW)
James Webster (Agriculture)

Frank Moore
Dan Tate
Val Pinson
Jim Free
Herky Harris
Fred Hitz
Ann Dye
Bob Russell

THE WHITE HOUSE
WASHINGTON

April 1, 1977

Jack Watson -

The attached was returned in the President's outbox. It is forwarded to you for appropriate handling.

Rick Hutcheson

cc: Stu Eizenstat

Re: Representation of Environmentalists Views at Cabinet Meeting

THE WHITE HOUSE
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
	X	EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
	X	WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

Jack - ok one person or Cyfm E.O.P.
J

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN.

MEMORANDUM TO: THE PRESIDENT

FROM: Jack Watson Jack

March 31, 1977

RE: Representation of Environmentalists' Views at Cabinet Meetings

Doug Costle has approached me to urge that you continue to invite EPA to the Cabinet meetings. During the Nixon and Ford Administrations, EPA was invited regularly to attend Cabinet meetings--more (I am told) as a means of "keeping Russell Train on the reservation" than as an effort to assure that environmental interests were represented.

Doug gives these reasons:

1. A decision to discontinue past practice would be interpreted by the public as a down-grading of environmental protection by the Carter Administration;

2. EPA participation at the Cabinet level is essential for proper coordination of Administration policy;

3. EPA could have contributed its unique perspective to the Cabinet discussions of the tuna/porpoise issue, auto emissions, OSHA, etc.

There are some other factors to bear in mind on considering Doug's request:

A. EPA is not formally distinguishable from many other federal agencies--NASA, the VA, the SBA, etc.--which are not represented in Cabinet meetings. On the other hand, EPA regulations are far more intrusive across-the-board than the policies or regulations of these other agencies.

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B. If you invite EPA, CEQ is likely to complain. CEQ is part of the Executive Office of the President, as is CEA, OMB, NSC, and the Energy Resources Council which are represented at Cabinet Meetings. There are other EOP offices, however, e.g., the Office of the Special Trade Representative, Office of Telecommunications Policy, and Council on Wage and Price Stability, which do not attend Cabinet meetings.

C. Both EPA and CEQ might be invited, but double participation seems excessive to me. Alternatively, you might invite one or both only when environmental issues are to be discussed. But since the Cabinet meeting agenda is so fluid, it is virtually impossible to know in advance whether inclusion of the environmental viewpoint is required.

My own recommendation is that Doug Costle be invited to sit in on Cabinet meetings.

Jack - ok - one person only from E. of
J

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN.

MEMORANDUM TO: THE PRESIDENT

FROM: Jack Watson Jack March 31, 1977

RE: Representation of Environmentalists' Views at Cabinet Meetings

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THE WHITE HOUSE
WASHINGTON

April 1, 1977

Hugh Carter
Tim Kraft
Tim Smith

The attached was returned in the President's outbox and is forwarded to you for your information and appropriate action.

Rick Hutcheson

Re: Transportation Options
Between AFB and Calhoun, Ga.

THE WHITE HOUSE
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
X		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

	X	KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
	X	SMITH
		STRAUSS
		WELLS
		VOORDE

THE WHITE HOUSE

WASHINGTON

→ Jim

Pres. has apparently signed off on schedule which includes motorcade (see attached.)

Suggest you review with Hugh (he has seen this) before deciding how, or if, to raise with Pres. SS strongly recommends chopper. T65

March 30, 1977

MEMORANDUM FOR: TIM KRAFT
TIM SMITH

FROM: BILL HECKMAN

SUBJECT: TRANSPORTATION OPTIONS BETWEEN DOBBINS AFB AND CALHOUN, GA.

Option #1: Motorcade

The driving time from Dobbins AFB, which is located in Marietta, Georgia, and Calhoun is approximately one hour. About 1/3 of the route is over a four lane highway which is partially under construction. The remainder is a two lane road which passes through a number of small communities. The Secret Service indicates that there are at least 50 intersections which would have to be controlled, and they have estimated that this would take up to 350 state and local police personnel. The traffic is likely to be quite heavy due to the holiday weekend and there is some question whether the state police would have adequate manpower available. We have no way of estimating with any degree of accuracy the cost involved.

NO

Option #2: Helicopters

The helicopter flying time from Marietta to Calhoun is approximately 25 minutes. We would fly to a smaller airport located five miles from Jack Carter's residence. Two large helicopters would be flown from Washington to Dobbins. In addition, a third helicopter would remain in Calhoun for emergency evacuation. (The emergency helicopter would be there even if the President should elect to motorcade). The Military Office reports that the total cost for the three helicopters is $15,158. (If only the evacuation helicopter were used the cost would be approximately $2,700).

Use minimum helicopter service
J.C.

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~~CONFIDENTIAL~~

THE WHITE HOUSE
WASHINGTON

April 1, 1977

Jim Schlesinger -

The attached was returned in the President's outbox. It is forwarded to you for appropriate handling.

Rick Hutcheson

Re: Sacrifices for Energy

DETERMINED TO BE AN ADMINISTRATIVE MARKING
CANCELLED PER E.O. 12356, SEC. 1.3 AND
ARCHIVIST'S MEMO OF MARCH 16, 1983

THE WHITE HOUSE
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

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		MITCHELL
		POSTON
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		B. RAINWATER
	X	SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

MEMORANDUM

THE WHITE HOUSE

WASHINGTON

THE PRESIDENT HAS SEEN.

March 31, 1977

MEMORANDUM FOR: THE PRESIDENT

FROM: JIM SCHLESINGER JS

SUBJECT: Sacrifice

The energy program which we have proposed is very comprehensive in scope and will provide many fundamental long-term changes in American society. There is little in the program, however, that deals with personal sacrifice. Many people have asked me, "What sacrifices will be required by the American people and will they be enough to solve the energy crisis."

Because you have pointed out, "This is the most difficult domestic problem my Administration faces", there is a real danger of asking for too little. Although many of the proposals will require increased costs, these costs will be spread throughout the economy and rebates will be available to even out income inequities. Although our program will result in increased energy prices and new regulatory requirements, it does not strike at the need for personal sacrifice to meet the Nation's long-term energy goals.

I have attached two proposals that either deal with personal sacrifice by the average citizen or places penalties on particularly opulent uses of energy. The first proposal is for a tax of $1.50 for all commuter parking. The second proposal would be for a tax on use of gasoline for private airplanes and a horsepower tax for yachts and other large recreational vessels.

The parking tax would be extraordinarily controversial. Whenever the Federal Government has attempted to reduce parking or make parking more expensive, as EPA has done in its transportation control plans, the public reaction has been negative. The full dimensions of the Nation's energy problems, however, have never honestly been set before the American people. Your April 20th address to the Congress

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will set forth these concerns very clearly and could stimulate a new sense of sacrifice among the American people. The tax on private airplanes and large vessels would generally be popular and would be seen as a way of achieving equity in meeting the Nation's energy problems.

In addition to these steps, I recommend that the Plan indicate you will ask the governors and mayors of the country to enact local ordinances and develop programs to provide energy savings at the grass roots level. State and local governments could be asked to rescind energy inefficient practices, such as New York City's ordinance that apartment owners provide 70 degree heating; or they could be asked to enact ordinances that would result in further energy savings, such as lower thermostat settings, lower speed limits, and the like.

I am convinced that the American people are expecting a bold and comprehensive program from you and one that entails personal sacrifice. These measures, and perhaps others, would indicate very clearly how serious you are in taking steps to solve the energy crisis.

In addition to these two proposals, I have attached a new paper on oil and gas pricing which I would like to discuss with you.

COMMUTER PARKING TAX

PROBLEM: Automobiles consume over 5 million barrels of gasoline per day, 13 percent of total energy consumption. The single largest gasoline consuming activity is driving back and forth to work, about 25 percent of all gasoline used for automobiles.

At present, there are approximately 1.2 passengers per car in commuter traffic. A tax on commuter parking in major metropolitan areas would provide a strong incentive for carpooling and greater use of mass transit. Substantially increased carpooling has the largest potential for short-term gasoline savings of any single action that could be taken. There is no other item in the Plan which would measurably reduce gasoline consumption in 1978 or 1979. The tax would require a sacrifice of those who wish to continue to drive alone by requiring them to pay for that privilege.

PROPOSAL: A parking tax of $1.50 per day per car effective January 1, 1978, would be imposed on commuters in metropolitan areas above a certain density (the major metropolitan areas in the country). The tax would be collected by the commercial parking lot operator for all parking of 6 hours or more and by employers providing parking for 10 or more employees. A portion of the taxes collected in each metropolitan area could be allocated to the local governments in the metropolitan areas for use in improving public transportation or for other public purposes. The rest of the revenues could be part of the tax reform proposal or rebated through some other progressive mechanism.

A person driving alone to work each day would pay approximately $335 per year for the privilege. A person could avoid this tax altogether by using mass transit and if five people shared the carpool it would cost each of them $67 a year. The tax is estimated to raise about $3 billion annually, revenues which could greatly assist the urban governments who are in serious financial condition. The tax would of course apply to Federal, State and local government employees as well as employees of non-profit and private institutions.

SPECIAL "TAXES" ON LUXURY TRANSPORTATION

Problem

In the call for sacrifices from the American public by strong conservation measures, luxury transportation -- specifically yachts and private aircraft -- are symbols which could become stronger of the inequality of sacrifice by the "common man" and the wealthy.

Proposal

For private pleasure craft powered by in-board engines, require an annual Federal license scaled by horsepower and size of craft and ranging from $50-500. Commercial operations such as the fishing fleet and outboard motors would be exempt.

For private aircraft -- jet and piston engines -- an additional excise tax starting in 1978 would be imposed at 10¢ a gallon on jet fuel and aviation gas. The tax would rise 10¢ each year until it reached 50¢. Certificated carriers would be exempt from the tax. Other commercial operators, e.g., crop dusters, could seek an exemption from FEA (though few exemptions are contemplated).

Discussion

Significant fuel savings are not anticipated from this tax, particularly on pleasure craft. The value lies primarily in the symbolism. Both proposals would meet strenuous opposition, the strongest from the general aviation interests. The aviation tax has little chance of passage.

- The "yacht" tax is subject to challenge on internal inequities due to varying fuel efficiency among gasoline and diesel fueled engines and other factors unrelated to horsepower and size. Further, some craft with in-board engines are used as house boats and driven little if any each year.

- The private aircraft fuel tax is potentially supportable not only on energy grounds, but also on the basis that such aircraft -- particularly company jets -- pay little or nothing toward the cost of maintaining the airway control system.

- The aircraft fuel tax is subject to challenge on equity grounds and also special geographic considerations. For example, the absence of roads and rail in Alaska make private aircraft a primary means of transportation. (One option would be to limit the fuel tax to the continental 48 states.)

THE WHITE HOUSE
WASHINGTON

April 1, 1977

Frank Raines -

The attached was returned in the President's outbox. This copy is for your information and appropriate action.

The original letter with a copy of the memo to the President is being delivery to Secretary Bergland.

Rick Hutcheson

Re: Department of Agriculture Food Stamp Program

cc: Stu Eizenstat
Jack Watson

THE WHITE HOUSE
WASHINGTON

4-1-77

To Bob Bergland

I'm worried about the proposal to eliminate the purchase requirement for food stamps. It could cost us $400 to $1000 million if we fail to implement the cost control proposals (a strong likelihood). Welfare reform will be assessed by May 1st. I'll be glad to meet with you and others on this.

Jimmy

THE WHITE HOUSE
WASHINGTON

4-1-77
To Frank
Lance & Bergland
this afternoon
F. C.

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THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEMORANDUM FOR: THE PRESIDENT

FROM: STU EIZENSTAT
FRANK RAINES

SUBJECT: Department of Agriculture
Food Stamp Program

Secretary Bergland has sent you two letters presenting his recommendations for the Administration's Food Stamp proposal. The Secretary hopes to present the Administration's position to the Congress by early next week.

Background

The Food Stamp program will cost $5.5 billion in FY 1977, including $400 million for the federal 50% share of state administration costs. The FY 1978 budget is $5.6 billion. Participation in the program has been declining primarily as a result of the economic recovery. The number of recipients has dropped from a high of 19.5 million in April 1975, to just over 17 million in December 1976.

Recipients receive food coupons in an amount sufficient to purchase the Thrifty Food Plan as determined by the Department of Agriculture. The current amount is $166 per month for a family of four, adjusted semi-annually for price changes. In order to obtain the coupons, the household must pay up to 30 percent of its net monthly income.

Politics of the Farm Bill

In the past, the food stamp provisions of the Farm Bill have been the price for urban and labor support of the Farm provisions. This year the urban and labor groups, as well as recipient advocacy groups, feel very strongly that the elimination of the purchase requirement is their top priority. Their support may be necessary to obtain Farm provisions on the order of the Administration proposals. Also, in order to keep this farm-urban balance the two parts of the Farm Bill have been authorized for identical periods. Changing this pattern could affect future legislative battles.

Congressional Initiatives

An effort was made in Congress last year to revise the program. The Senate passed a compromise bill, but the House bill only cleared the Agriculture Committee before dying in the Rules Committee. From the debate last year, several areas of general agreement emerged, which elements are contained in the Bergland proposal and in virtually all of the major Food Stamp proposals currently being discussed.

The one issue on which there is disagreement on the Hill is whether the purchase requirement should be eliminated. This was proposed by Senators McGovern and Dole and strongly opposed by Senator Talmadge. If the purchase requirement were eliminated, recipients would simply receive their bonus with no exchange of cash.

USDA Proposal

The Agriculture proposal, as amended, proposes to incorporate the four generally accepted reform features:

- o Standard Deduction The Department proposes that each household receive a monthly deduction of $80 in calculating net income. Households with earned income would receive an additional deduction of 20% of earned income.

- o Eligibility Limit Eligibility would be limited to those with net incomes at or below the poverty line.

- o Categorical Eligibility Welfare recipients would be required to meet the same eligibility requirements as others.

- o Benefit Reduction Rate A uniform benefit reduction rate of 30% would be applied to all recipients for any net income they might have.

The plan also proposes the elimination of the purchase requirement.

The Department estimates that the poverty line net income limit, 30% benefit reduction rate and the other deductions result in a budget savings of $335 million per year when compared with the current services budget. The elimination of the purchase requirement in this package of benefits would cost $449 million, minus $25 million in administrative

savings, for a total cost of $424 million. The net cost of the Department's proposal is, therefore, $89 million more than current services. Due to an expected slow start-up of new recipients, the proposal should produce a small net savings in FY 1978. The full cost will not be felt until FY 1979. OMB estimates that these figures are accurate with a possible margin of error of $75-$150 million.

The Department would like to request a four year authorization for the food stamp provision, the same as the rest of the Farm Bill.

In the Secretary's second letter he suggests that, based on an analysis by the Congressional Budget Office, the current services budget for FY 1978 is actually $300 million less than the Administration budget request. That would mean that all the proposed reforms, and perhaps more, could be obtained within the Administration budget request.

DECISIONS

I. Program Tightening

There is no opposition to the program tightening features of the Department of Agriculture proposal. These are the poverty line net income limit, the 30% benefit reduction rate, and the elimination of categorical eligibility. These provisions, which reduce benefits, are balanced off by eliminating the purchase requirement, which increases the number of beneficiaries.

We recommend that you approve the program tightening features as part of the general proposal which balances benefit reductions with benefit improvements. USDA, OMB, HEW agree.

Decision

Approve ✓ Disapprove _____ J.C.

II. Elimination of the Purchase Requirement

The argument in favor of eliminating the purchase requirement is that the requirement acts as a deterrent to participation in the program and that its elimination will greatly simplify administration and reduce fraud. Many households are unable to accumulate enough cash all at once to pay for the stamps, particularly when they have other unanticipated expenses. Some must choose between purchasing their coupons and paying the fuel bill. Without the purchase requirement,

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the issuance process would be greatly simplified, permitting the elimination of the use of outside vendors. In addition, the actual number of food coupons in circulation would be reduced by forty percent. Both of these steps would greatly decrease the opportunities for fraud.

The opponents of the proposal contend that the elimination of the purchase requirement means that people will no longer be required to devote a specified percentage of their income to food purchases. That change has been opposed for philosophical reasons and because it foreshadows a "cashout" of the program and therefore threatens the agriculture committee's jurisdiction.

It appears certain that if the Administration does not propose elimination of the purchase requirement that it will not pass the Congress. As stated, Senator Talmadge strongly opposes the idea. Representative Foley appears to be moving from being opposed to being neutral. He has encouraged the Administration to propose elimination of the purchase requirement if it believes that it is the proper step to take.

We recommend that you approve the proposal to eliminate the purchase requirement, but that we remain willing to negotiate with Talmadge and others as the bill proceeds. USDA, CEA and HEW agree. OMB agrees that this is a desirable programatic change but wishes for it to be dealt with in the context of welfare reform due to the opposition of Senator Talmadge. We believe that, whether or not Congress ultimately approves the elimination of the purchase requirement, you will be hurt politically if you do not propose it. not important

We strongly urge that the purchase requirement be eliminated, to present a balanced package and for the positive benefits set out above. Too many otherwise eligible persons cannot afford stamps because of insufficient front-end funds.

Decision

Approve _____ Disapprove ✓ Wait for welfare reform

III. Deductions

In a second letter to you the Secretary of Agriculture has amended his proposal regarding deductions, thereby greatly simplifying the proposed program. The Department now recommends that there be two kinds of deductions. One would be an $80 per month deduction for each household to replace numerous itemized deductions. The other would be a 20% of earned

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income deduction to reflect the cost of work. This percentage deduction for earned income replaces their prior proposal of a far more complicated set of itemized deductions which OMB felt was unworkable. This new plan increases the proposal cost by $40 million.

The $80 per month standard deduction does present some problems. The Ford Administration last year proposed a $100 standard deduction. The McGovern-Dole, Humphrey, and Richmond bills also call for $100. The Talmadge bill has a $70 figure. The Department proposal is lower than the others primarily because it helps to save enough money to pay for the cost of eliminating the purchase requirement.

The average amount of itemized deductions under the current program is about $77 per month. There are, however, regional variations. In New England, the average is almost $124 per month. Most of this variation is caused by high shelter costs, including fuel. In addition, the net effect of all the program tightening measures is to reduce benefits to current recipients in the Northeast by 20% or about $192 million. This is disproportionate to the effect on other regions.

These impacts can be ameliorated by either increasing the standard deduction or adding a special shelter cost deduction. Increasing the standard deduction to $100 would cost approximately $350 million more than the Agriculture plan. A special shelter allowance could cost up to the $500 million estimate for the Richmond bill.

Your options appear to be as follows:

Option 1:

The Agriculture Department recommendation of a $80 standard deduction plus a deduction of $20 of earned income. This will cost $90 million and is within the Administration budget.

Option 2:

A standard deduction at a level between $80 and $100 along with the 20% earned income deduction. This would cost between $100 and $350 million depending on the level of the standard deduction.

Option 3:

A standard deduction of $80 plus the 20% earned income deduction plus a special shelter deduction would cost between $100 million and $500 million.

We would recommend Option 2 with the level of the standard deduction being placed at the amount of the increase in the budget that you would find acceptable. If a large increase is unacceptable we would recommend you choose Option 1.

Decision	Approved
Option 1	✓
Option 2	
Option 3	

IV. Authorization Period

The Department of Agriculture proposes that the food stamp program be authorized for four years, the same as the other parts of the Farm bill.

The primary issue involved in determining how long an authorization to seek is the relationship of the food stamp proposal to welfare reform. The Department feels that a four year authorization should be sought because it will take at least that long for any welfare reform proposal to be implemented. ??

Secretary Califano believes that the Agriculture proposal is consistent with welfare reform but would like a two year authorization so as not to restrict the welfare reform options. OMB proposes a two year authorization with a one year automatic extension if no action is taken on welfare reform by that time.

We recommend that you approve the OMB suggestion of a two year authorization with an automatic extension.

Decision	Approved
Four year authorization	
Two year authorization	
Two year authorization with automatic extension	✓

Bergland Letter #1

DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

MAR 29 1977

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

I would like to submit to you a proposal to overhaul and strengthen the Food Stamp Program. The proposal is intended to be a title of the Administration's farm bill.

Our proposal, which rewrites and reforms the entire Food Stamp Act, has three basic goals: (1) to tighten the program, remove those who may not need stamps, and cut down on errors and fraud; (2) to simplify and streamline what is now a highly complicated program; and (3) to improve access to the program by those truly in need.

Our proposal does not involve significant changes in the cost of the program. Our cost analysts estimate that the proposal should involve a small reduction in costs (less than 1% of program costs) while it is being phased in during fiscal 1978, and a small increase in costs (also less than 1%) during subsequent years.

Measures to Tighten the Program

Our proposal lowers the food stamp net income limits to the poverty line (currently these net income limits are over $1,000 above the poverty line) and imposes firm gross income limits on the program for the first time. If the proposal were in effect today, non-working families of four could qualify only if they had gross incomes below $6,400 a year. Working families of four would be required to have incomes, after taxes and a limited deduction for child care necessary to allow a household member to work, of $6,700. We estimate that these income limits would remove about 1.5 million persons currently receiving food stamps who have higher incomes.

The proposal also reforms the "emergency food stamp program" by removing from the law the current requirement that eligibility standards during emergencies be "without regard to income or resources." This will allow us to provide emergency stamps only to those truly in need.

Our proposal also disqualifies households found to have committed fraud, and includes a variety of provisions designed to spur more intensive state and federal activity in the areas of investigation, prosecution, and recovering losses.

In addition, we make a larger number of recipients subject to the work requirement, tighten eligibility requirements on students, and provide for the federal government to take injunctive action or withhold administrative funds from states that fail to operate the program properly.

Measures to Simplify

The current Food Stamp Program has a large number of complicated income deductions. These deductions are a major source of complexity and error in the program.

We propose to replace most of these deductions with a flat standard deduction of $75 a month for all households, plus additional deductions for working households to insure that those who work are treated fairly. We would provide an additional deduction for the first $25 of earned income, plus income and Social Security taxes and child care costs necessary to allow a household member to work. (The child care deduction applies to only 3% of all households, and has little cost. Yet without it, about half of all working households with child care costs would be eliminated from the program.)

Our proposal also contains one additional deduction--a deduction for households in areas with high shelter and utility costs. This deduction would be prescribed by the Department after appropriate study, and would not exceed $100 million in cost. The deduction is needed to avoid placing an extremely heavy burden on the Northeast and arousing antagonistic responses from this region. Without this deduction, benefits going to current recipients in the Northeast would fall by over $200 million, or over 20%.

This deduction structure not only simplifies the current program--it also redirects benefits toward the poorest recipients. This proposal has the effect of sharply reducing benefits to those above the poverty line, but not to most of those below the poverty line.

The Department's proposal contains other simplification provisions as well--such as a standard national application form and a standard form--to be provided all recipients--on which to report changes in income or household circumstances.

Access

The keystone of the Department's bill is the elimination of the cumbersome food stamp purchase requirement. The elimination of the purchase requirement will greatly simplify the program, eliminate all fraud by food stamp vendors, reduce blackmarketing of stamps, and cut federal and state administrative costs. Over $3 billion less in stamps would be printed, shipped, stored, redeemed and reconciled each year. All cash transactions for stamps would end, and we would no longer have more than $3 billion in cash payments for stamps floating around the country.

In addition, eliminating the purchase requirement would allow poor Americans who currently cannot afford their stamps to participate in the program for the first time.

The food stamp program is virtually unique in requiring recipients to pay large lump sums of cash in order to receive a benefit. A large number of studies has shown that some poor families simply cannot get together the lump sums necessary to participate in the program.

The elimination of the purchase requirement will bring about 2 million new persons--nearly all of them below the poverty line--into the food stamp program.

Because of its unique function of aiding the poor while simplifying administration, the elimination of the purchase requirement has been listed as a top priority for food stamp reform by a wide range of organizations--ranging from the National Governors Conference, the National Council of State Welfare Administrators, the National Conference of State Legislatures and the National Assocition of Counties--to most major church and religious denominations in the United States--to the AFL-CIO and United Auto Workers--and to nearly every major civil rights, consumer, and anti-poverty organization.

On Capitol Hill, four bills have been introduced this year that eliminate the purchase requirement--bills by Senators Dole and McGovern, Senator Humphrey, Senator Brooke and Representative Richmond. Chairman Talmadge has introduced a bill that does not contain this provision; he opposes it. Chairman Foley has not introduced a bill of his own. He has told us he has no opposition to our introducing a bill that includes the elimination of the purchase requirement.

The Department of Agriculture has worked closely with the Congressional Budget Office (CBO) in assessing the costs of this provision, and both USDA and CBO believe that the best estimate of the cost of this provision is for an increase of $430-$450 million in benefit costs (due to poor families newly entering the program), minus an administrative savings of $25-$50 million for the federal government and a savings of a nearly equivalent amount for the states. We have also consulted with OMB and they are fundamentally satisfied with these estimates.

Since the income limits and deduction levels in our bill save $400 million (by eliminating nearly 1.5 million higher income recipients from the program and reducing benefits to most recipients above the poverty line who remain in the program) the total effect of our package is to add little or no cost to the program.

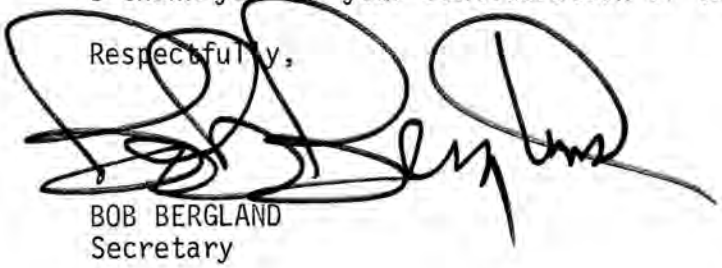
We should note that we have consulted Secretary Califano and his staff and they believe that our proposal fits in well with their plans for welfare reform.

A final point concerns the length of our proposal. We believe that the food stamp title should be for four years, the same as the other provisions of the Administration's farm bill. In our conversations with Secretary Califano, he stated that he did not expect welfare reform legislation to pass the Congress before 1978, and that he thought at least two years "lead time" would be needed to implement a major welfare reform package. We fully recognize that the food stamp program may be cashed out as part of welfare reform, and are not at all opposed to this. We simply believe that the food stamp program will in any case be with us for most or all of the next four years, anyway.

Finally, we are concerned that if we do come forth with a bill for only two years, organizations such as the AFL-CIO will work on Capitol Hill either to "trade away" basic components of our food stamp proposal in return for a four year bill or to lend support to more expensive farm provisions in return for a four year food stamp section of the bill. The AFL-CIO and other lobbying groups are fearful that if food stamps comes up in two years on Capitol Hill without a farm bill accompanying it, the food stamp program would definitely be extended but would be cut back and made more administratively complex. A four year bill is a very high priority for these groups, and we are concerned that if we go to Congress with a two year bill, we would end up with Congress passing a four year bill anyway--but with either the food stamp component or the farm component in substantially different form than the proposal we have presented.

I thank you for your consideration of this important and challenging issue.

Respectfully,



BOB BERGLAND
Secretary

Bergland Letter #2

DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 30, 1977

The President
The White House
Washington, D. C.

Dear Mr. President:

The Domestic Council has informed us that OMB and the Council of Economic Advisers have raised some concerns about one aspect of the deduction structure in our food stamp proposal. The concern relates to our proposal to prescribe a deduction for households in regions with high shelter costs. OMB and CEA have raised some questions about the workability of this deduction.

The Agriculture Department shares some of these concerns. We initially had an $80 basic standard deduction in our proposal, and reduced this to $75 in order to free up the funds to add the special shelter deduction. We did this because of adverse effects the proposal would otherwise have on the Northeast. OMB is now suggesting that we return to the original $80 deduction and eliminate the extra shelter deduction. The Department agrees that the shelter deduction raises some administrative questions and acknowledges that the OMB proposal would result in greater program simplification.

In addition, during breakfast with Chairman Foley this morning, Mr. Foley raised an objection to any shelter deduction in the bill, and urged strongly that the entire proposal represent the greatest simplification possible.

In this light, I would like to place an alternative option before you. The alternative option would (1) adopt OMB's proposal to replace the combination of a $75 standard deduction and the regional shelter deduction with a flat $80 standard deduction, and (2) replace our three-part deduction for working families (deductions in the amount of $25 for work-related expenses, taxes, and child care costs up to $75 a month) with one very simple deduction for 20% of income earned by working families.

This alternative is somewhat less geared to the actual needs of those families with high shelter and child care costs than was our original proposal. However, it is significantly simpler and would enhance our ability to present the entire package as a major overhaul and streamlining of the program. We would be replacing the current program's eight complex itemized deductions with two very simple standard deductions ($80, and 20% of earnings). The Agriculture Department believes this would be a desirable package.

The costs of both alternatives are roughly comparable. The $80 deduction costs slightly less than the combination of the $75 deduction and the regional shelter deduction. The simple deduction for 20% of earned income costs a modest amount more than the three-part deduction for work-related expenses, taxes, and child care.

Our estimate is that in fiscal year 1978, the new alternative costs about $25 million more than our original option. This would place the cost of this new option almost exactly at the current services level since the original proposal represented a small cost savings in 1978. In fiscal year 1979 and any subsequent fiscal years, the new option costs about $40 million more than the first option, for a total cost of about +1.6%.

Regarding budget questions, there is one additional item about which I am sure you will be pleased to hear. The Administration's budget request contained $5.674 billion for the food stamp program in fiscal year 1978, and projections for subsequent fiscal years used this as a base. Now a new and thorough analysis by the Congressional Budget Office shows the $5.674 billion estimate to be considerably too high. CBO and the staff economists of both the House and Senate Budget Committees officially predict that the proper current services estimate for fiscal year 1978 is a full $300 million lower than what is in our budget request. Analysts here at the Agriculture Department agree that the $5.674 billion estimate has become outdated and is substantially too high.

This means, Mr. President, that while our new food stamp proposal would cost just about the same amount as "current services" in fiscal year 1978, it should be, nevertheless, as much as $300 million below the amount listed in the Administration's budget request. Similarly, in subsequent fiscal years our proposal should cost less than the previous estimates that have been made for the cost of the program in these years.

Sincerely,

BOB BERGLAND
Secretary

HEW

THE SECRETARY OF HEALTH, EDUCATION, AND WELFARE
WASHINGTON, D. C. 20201

March 28, 1977

The Honorable Bert Lance
Director, Office of Management
and Budget
Washington, D. C. 20503

Dear Mr. Lance:

This is in response to a request from Mr. Frank Raines of the Domestic Policy Staff for our views on the Department of Agriculture's food stamp proposal as outlined by the Assistant Secretary of Agriculture for Food and Consumer Services in a March 25, 1977 memorandum to the Assistant to the President for Domestic Affairs and Policy.

The proposal includes three major changes in the current food stamp program:

-- the purchase requirement would be eliminated;

-- there would be substituted for the current itemized deductions a standard deduction of $75 for all households, plus special deductions for families with earned income for child care costs, and for areas with high shelter costs;

-- categorical eligibility for food stamps would be eliminated and income eligibility limits would be set at the poverty level.

We support the objectives that these changes are intended to achieve.

Elimination of the purchase requirement will increase the ability of low-income families to participate in the food stamp program and will simplify somewhat a complicated issuance process. The revised deduction provisions will simplify program administration and will target benefits to households with low incomes.

Setting income eligibility limits at poverty levels will better target benefits to those with low incomes. However,

we should recognize that this procedure will increase work disincentives in the benefit structure by increasing the notch. The President should be aware of this.

We are concerned that the extension of the food stamp program not be perceived as precluding consideration of additional changes in that program in the context of welfare reform, including the option of a complete cash-out to eliminate the indignity of using stamps and the duplicative administrative structure. The President should make this clear when any bill is transmitted to the Congress.

We also favor extending the food stamp program only for two years, instead of the four years specified in the description of the proposal. A two year extension will emphasize the Administration's commitment to welfare reform and may provide added incentive to move boldly with welfare reform.

Sincerely,

Joseph A. Califano, Jr.

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

ACTION

MEMORANDUM FOR: THE PRESIDENT

FROM: Bert Lance

SUBJECT: Food Stamp Legislation

This summarizes our views on Secretary Bergland's proposed food stamp legislation. The bill also contains numerous technical changes affecting other agencies which need to be resolved in the Office of Management and Budget legislative clearance process.

We concur in the Department of Agriculture food stamp proposals to eliminate most itemized income deductions -- replacing them with a standard deduction, eliminate categorical eligibility for public assistance recipients, and establish a uniform benefit reduction rate of 30 percent.

These changes alone will significantly increase the equity between households in the program; simplify State and local administration; save approximately $375 million in full-year costs; and are generally supported in the Congress. These proposed changes would not prejudice any of the major welfare reform options. The emphases on simplification and equity are modest steps toward fundamental reforms.

We are concerned about the following:

Eliminate Coupon Purchasing Requirements. The Department of Agriculture proposes to eliminate coupon purchase requirements and merely give participants their monthly bonus food coupons. Under current regulations, participants must pay up to 30 percent of their net income toward food coupons equal to their monthly food allotment. This allotment, scaled by family size, is sufficient for that family to

purchase a nutritionally adequate diet. If this change is adopted, the coupons issued will no longer finance the full diet for participating families which undercuts the nutritional focus of food stamps and moves the program toward a purer income supplement. This prompts the Agriculture committees' concern about the potential loss of jurisdiction. On program grounds, this proposal makes sense. But it will be difficult to sell politically, and I recommend against supporting it at this time. Such a major conceptual change in the program should be attempted only once, and the most logical time is in the context of welfare reform.

Income Eligibility Cutoff. For a nonworking family of four, the Department of Agriculture-proposed standard deduction ($80 per month) establishes an annual gross income cutoff of about $6,800. For working households, other proposed deductions (Federal, State and local taxes, child care, and $25 per month in work-related expenses) raise the national cutoff level to about $8,200. You should note that former President Ford sought a monthly standard deduction of $100 with a poverty line cutoff in October 1975, and the Senate passed a bill in 1976 at the same level. Since the $100 level was set, data on the average deductions claimed by participants has become available, and the average deductions for all households amounted to $74 in September 1975. Since then, inflation and fuel costs have raised household expenses. On balance we believe it is best to seek the highest standard deduction which can be financed within the 1978 budget level. We recommend that the standard deduction be moved to $100 per month for all participants, and that the cost be offset by retaining the purchase requirement.

Budget Costs. The food stamp budget level for FY 1978 is estimated at $5.6 billion. The Department of Agriculture proposal will add an estimated $50 million in full-year costs beginning in FY 1979; elimination of the purchase requirement alone would add an estimated $425 million, and the other proposals reduce full-year costs by $375 million. Despite the use of computer models, projected participation increases due to eliminating the purchase requirement are judgmental. Under "worst case" assumptions, the budgetary threat may be $185 million more than the Department of Agriculture estimates; we believe that $75-$150 million is a more realistic threat level.

Length of Authorization. The Department of Agriculture proposes a four-year authorization for food stamps (through September 30, 1981) consistent with our farm bill authorization. As the food stamp program will be a candidate for inclusion in welfare reform, a four-year extension could indicate to the Congress that food stamps may not be included. A shorter authorization would require earlier congressional action. Therefore, we recommend a two-year authorization with a provision to automatically extend the program for one year, if the Congress does not act on similar or successor legislation before September 30, 1979.

Special Shelter Deduction--$100 million. The Department of Agriculture had proposed a discretionary secretarial authority for shelter deductions set at $100 million for participants living in high shelter cost areas. Although the Secretary has dropped their proposal, it may be suggested by others.

The objective was to partially offset the other proposals which result in a $190 million benefit loss to participants living in the Northeast. You should note that the Congress is on the verge of appropriating between $283 and $338 million to both winterize homes and pay the fuel bills of low income families, and you will shortly enunciate an energy policy which may be a more appropriate vehicle to address this concern.

A $100 million deduction allowance would not fully offset the Northeastern benefit losses and the proposal is unrealistic in seeking to limit these "extra" benefits to a geographic area. It is administratively difficult to draw geographic boundaries for an added shelter deduction; such costs cannot be constrained to a fixed sum; a major complexity is introduced; and an undesirable precedent would be set for welfare reform. Therefore, we concur with the Secretary that the high shelter cost deduction not be proposed.

JACK WATSON

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEMORANDUM TO: THE PRESIDENT

FROM: Jack Watson

RE: FOOD STAMPS

I strongly endorse the recommendation of Stu, Agriculture and HEW that you eliminate the purchase requirement. My reasons are the following:

(1) Many of those most in need cannot get food stamps because they cannot meet the purchase requirement.

(2) Elimination would simplify the administration of the food stamp program. Over $3-billion less in food stamps would be printed, issued and accounted for each year. Over $3-billion less in cash would be collected by private agents and thus considerable abuse by private vendors would be prevented. There would be a corresponding savings in federal and state administrative costs.

(3) Elimination is strongly backed by the National Governors Conference, the National Conference of State Legislatures, the Council of State Welfare Administrators and virtually all groups in the New Coalition.

(4) Senator Talmadge is the only major opposition in the Senate, and his staff privately acknowledges that an Administration bill eliminating the purchase requirement will pass the Senate.

CEA

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEMORANDUM TO: THE PRESIDENT

FROM: Jack Watson

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THE WHITE HOUSE
WASHINGTON

April 1, 1977

The Vice President
Hamilton Jordan
Bob Lipshutz
Frank Moore
Jody Powell

The Attached is forwarded to you for you information.

Rick Hutcheson

Re: Department of Agriculture
Food Stamp Program

OPTIONAL FORM NO. 10
JULY 1973 EDITION
GSA FPMR (41 CFR) 101-11.6

UNITED STATES GOVERNMENT

Memorandum

TO : Frank Raines, Domestic Policy Staff **DATE:** March 28, 1977

FROM : Bruce Gardner, Council of Economic Advisers
BG

SUBJECT: Agriculture's Food Stamp Proposal

This is a less neat proposal than the earlier one which lacked the shelter deduction and had the recoupment feature. I liked the structure of the earlier one better. But the major question in either case is how Agriculture's food stamp bill will fit in with an overall welfare reform package. It seems quite likely that a welfare reform package would contain changes in food stamps quite different from Agriculture's, perhaps even a cash-out. If an overall proposal can be put together soon, then it would seem better for the Administration not to put forth a food stamp proposal at this time. At least it shouldn't be a four-year proposal.

The politics of tying food stamps to the farm bill are unclear to me given the current situation. Where the farm bill options are most complete, in the Senate Ag. Committee, the choice would seem to be between the Administration's proposal and the Talmadge bill. The main difference is that the Talmadge bill increases the probable size of payments to farmers. In this context it is not clear that the food stamp proposal would perform its usual function of getting nonfarm support for a preferred farm bill, since the Administration's bill should be relatively attractive to nonfarm interests in its own right.

With respect to specifics of Agriculture's proposal, the shelter deduction is a particularly unpromising approach, especially for simplifying the food stamp program. I don't think the appropriate Administration response to the Richmond bill is to support this dubious idea at a less costly level.

5010-110

Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

THE WHITE HOUSE
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
		LIPSHUTZ
		MOORE
		POWELL
		WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
X	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
X		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

THE WHITE HOUSE
WASHINGTON

April 1, 1977

Hugh Carter

The attached was returned in the President's outbox. It is forwarded to you for appropriate handling.

Rick Hutcheson

Re: Tally of Calls Received by the White House Comment Office for March

2

THE PRESIDENT HAS SEEN.

Hugh
I'll be -
no longer needed
J

THE WHITE HOUSE

WASHINGTON

April 1, 1977

MEMORANDUM FOR THE PRESIDENT

FROM: HUGH CARTER HC

SUBJECT: Tally of Calls Received by the White House Comment Office for March (Per Your Request)

CURRENT ISSUES

Personal Problems	1798	
B-1 Bomber	1510	
"Ask President Carter"	1230	
Marijuana Decriminalization	977	(932 pro)
Common Situs	944	(906 con)
Issues (unclassified)	880	
Saccharin Ban	671	(663 con)
Clinch River Breeder Reactor	622	(all con)
Requests (birthdays, etc.)	419	
Off-Road Vehicles Ban	346	(297 con)
Warnke Appointment	288	(286 con)
Well Wishers	253	
D.C. Hostages	180	
Foreign Policy	150	
Abortion	108	
Califano Chef	89	(all con)
Water Projects	73	(72 con)
Human Rights	69	(42 con) this could be reaction to Sakharov letter
Energy	64	
Tyson's Remark	59	(51 pro)
IRS/Conn. Seizure	51	(all con)
Canadian Seal Hunt	49	(all con)
Taxes	49	
Rhodesian Chrome Trade	47	(all con)
Big Car Tax Incentive	44	(38 pro)
Uganda	42	
Discharge Upgrading	42	(41 pro)
Gas Tax	39	(all con)
Wheat Price Ceiling	30	
Energy Suggestions	30	
Food Stamp Purchase	30	(23 pro)
Bottle Deposit Proposal	28	
Mondale Election Proposal	24	(23 pro)
White House Pay Raise	22	(all con)

Electrostatic Copy Made
for Preservation Purposes

Welfare	18	
Tax Reform	18	
Homosexual Rights	17	(16 con)
Wilmington, Del., Busing	17	(all con)
Food Stamp Reform	15	(all con)
Press Conference of 3/24	11	(8 con)
ERA	11	
Employment	10	
Concorde	9	(8 con)
Pay Raise (Congressional)	8	
Appointments	7	
SALT Talks	4	

AGENCY REFERRALS

Judicial Problems	301
Veterans	265
Social Security	313
Other Agencies	485

Non-Substantive	471

THE WHITE HOUSE
WASHINGTON

April 1, 1977

The Vice President
Midge Costanza
Stu Eizenstat
Hamilton Jordan
Bob Lipshutz
Frank Moore
Jody Powell
Jack Watson

The attached is forwarded to you for your information.

Rick Hutcheson

RE: Tally of Calls received by the White House comment office for March.

THE WHITE HOUSE
WASHINGTON
April 1, 1977

Hugh Carter -

The attached was returned in the President's outbox. It is forwarded to you for appropriate handling.

Rick Hutcheson

cc: Bob Lipshutz
Jody Powell
Ellis Woodward
Jane Fenderson

Re: Travel for Month of March

3

THE WHITE HOUSE
WASHINGTON

cc: Ellis Woodward, Center Advanced
cc: JANE Fenderson

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
	X	LIPSHUTZ
		MOORE
	X	POWELL
		WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

	FOR STAFFING
	FOR INFORMATION
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	IMMEDIATE TURNAROUND

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		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

	X	KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

THE PRESIDENT HAS SEEN.

THE WHITE HOUSE

WASHINGTON

April 1, 1977

Much of this advance work seems excessive

J

MEMORANDUM FOR THE PRESIDENT

FROM: HUGH CARTER HC

SUBJECT: Travel for Month of March (Per Your Request)

For your information, listed below is the commercial-tourist travel approved for the month of March:

Name	Date	Destination	Purpose
Ellis Woodward	3/3-4	Charleston, WV New York, NY Boston, MA	Pre-Advance for President's trip
William Heckman	"	"	"
Ruth Berry	"	"	"
Gary Wright (travel office)	"	"	"
Ellis Woodward	3/8-16	Boston, MA	Advance for President's trip
Gary Wright	3/9-17	Boston, MA	"
Carroll Ann Rambo	3/9-17	Boston, MA	Press Advance for President's trip
Mary Hanley	3/9-17	Boston, MA	"
Dan Lee	3/9-17	New York, NY	Advance for President's trip
Ed Maddox	3/9-17	Charleston, WV	"
Gerald Vento	3/10-17	Boston, MA Charleston, WV	"
James Smith	3/10-16	Boston, MA	"

Electrostatic Copy Made for Preservation Purposes

Name	Date	Destination	Purpose
Richard Ehleufeldt	3/10-16	Boston, MA	Advance for President's trip
Paul Tully	3/10-17	New York, NY	"
William Combs	"	"	"
Sam Vitalli	"	Charleston, WV	"
Dale Leibach	"	New York, NY	Press Advance for President's trip
Steve Selig	3/10-12	Las Vegas, NV	Address National Ass'n. of Minority Contractors
Anne Edwards	3/11-17	Clinton, MA	Broadcast work for President's trip
Barry Jagoda	3/14-16	Boston, MA New York, NY	"
DeJongh Franklin	3/15-16	New York, NY	Attend Financial World Awards Dinner
John E. Sullivan	3/15-16	Chicago, IL	Press Advance for First Lady
David Aaron	3/20-22	London, England	Prepatory meeting for May European Summit
Greg Schneiders	3/15-16	Boston, MA Charleston, WV	Check on Town Meeting locations
Walt Wurfel	3/16-17	Charleston, WV	President's Visit
Larry Gilson	"	"	"
Jack Watson	"	"	"
Barry Jagoda	3/17	New York, NY	"
James Schlesinger	3/17	Charleston, WV	"
Zbigniew Brzezinski	3/17	New York, NY	President's Visit to UN

Name	Date	Destination	Purpose
Leo Cherne	3/22-23	NY/DC/NY	PFIAB Business
Dr. Edward Teller	4/4-5	San Francisco/ DC/San Francisco	"
Robert W. Galvin	4/4-5	Chicago/DC/ Chicago	"
Dr. John Foster, Jr.	4/4-5	LA/DC/LA	"
Leo Cherne	4/4-5	NY/DC/NY	"
John E. Sullivan	3/25-30	Detroit, MI	Advance for First Lady
Barbara Heineback	3/28-30	"	"
David Aaron	3/28-30	St. Thomas/ DC/St. Thomas	Return for official NSC business
Ruth Berry	4/3-10	Calhoun, Ga.	Press Advance for Easter trip
Dan Lee	4/1-10 (4/1-3 is unofficial at no cost to gov't)	"	Advance for Easter trip
John Drelinger (travel office)	4/3-10	Calhoun, Ga.	Advance for Easter trip

cc: Bob Lipshutz

THE WHITE HOUSE
WASHINGTON

April 1, 1977

Bob Lipshutz -

For your information, the attached memorandum was signed by the President and given to Bob Linder for appropriate handling.

Rick Hutcheson

cc: Jack Watson

Re: Secret Service Protection for Henry Kissinger

THE WHITE HOUSE
WASHINGTON

ACTION	FYI	
		MONDALE
		COSTANZA
		EIZENSTAT
		JORDAN
	A	LIPSHUTZ
		MOORE
		POWELL
	A	WATSON

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

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	FOR INFORMATION
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	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

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		FIRST LADY
		GAMMILL
		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
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		B. RAINWATER
		SCHLESINGER
		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEMORANDUM FOR W. MICHAEL BLUMENTHAL

SUBJECT: Secret Service Protection for Dr. Henry Kissinger

Pursuant to my earlier oral authorization, and supplementing my written memorandum of March 18, 1977, to you, please furnish Secret Service protection to Dr. Kissinger through April 30, 1977, with whatever minor addition to this time might be necessary for him to complete his return to the United States on that day or the following day.

It is clearly understood that the protection furnished will consist of the services of no more than two Secret Service agents on each shift.

Also, please note that this protection service will not be renewed or extended.

Jimmy Carter

THE WHITE HOUSE

WASHINGTON

March 31, 1977

MEMORANDUM FOR W. MICHAEL BLUMENTHAL

SUBJECT: Secret Service Protection for Dr. Henry Kissinger

Pursuant to my earlier oral authorization, and supplementing my written memorandum of March 18, 1977, to you, please furnish Secret Service protection to Dr. Kissinger through April 30, 1977, with whatever minor addition to this time might be necessary for him to complete his return to the United States on that day or the following day.

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Also, please note that this protection service will <u>not</u> be renewed or extended.

Jimmy Carter

THE WHITE HOUSE

WASHINGTON

Date: April 1, 1977 MEMORANDUM

FOR ACTION:

The Vice President
Midge Costanza
Stu Eizenstat
Hamilton Jordan
Bob Lipshutz
Jody Powell
Jack Watson - see comments
Hugh Carter - concur
Richard Harden - see comments
Greg Schneiders - concur

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jim McIntyre memo 4/1/77 re Assessment of Federal Information Centers.

YOUR RESPONSE MUST BE DELIVERED TO THE STAFF SECRETARY BY:

TIME: 6:00 P.M.

DAY: Monday

DATE: April 4, 1977

ACTION REQUESTED:

__X__ **Your comments**

Other:

STAFF RESPONSE:

____ **I concur.** ____ **No comment.**

Please note other comments below:

wait for Stu comment

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required

FOR ACTION:
The Vice President
Midge Costanza
Stu Eizenstat
Hamilton Jordan
Bob Lipshutz
Jody Powell
Jack Watson
Hugh Carter
Richard Harden
Greg Schneiders

FOR INFORMATION:

4/1
6:45 pm

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jim McIntyre memo 4/1/77 re Assessment of Federal Information Centers.

YOUR RESPONSE MUST BE DELIVERED TO THE STAFF SECRETARY BY:

TIME: 6:00 P.M.

DAY: Monday

DATE: April 4, 1977

ACTION REQUESTED:

Other: _X_ Your comments

STAFF RESPONSE:

____ I concur.

Please note other comments below:

____ No comment.

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

MEMORANDUM

FOR ACTION:

The Vice President
Midge Costanza
Stu Eizenstat
Hamilton Jordan
Bob Lipshutz
Jody Powell
Jack Watson
Hugh Carter
Richard Harden
Greg Schneiders

FOR INFORMATION:

File

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TIME: 6:00 P.M.

DAY: Monday

DATE: April 4, 1977

ACTION REQUESTED:

__X__ Your comments

Other:

STAFF RESPONSE:

__✓__ I concur. ____ No comment.

Please note other comments below:

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

THE WHITE HOUSE

WASHINGTON

April 4, 1977

MEMORANDUM FOR: THE PRESIDENT

FROM: RICHARD HARDEN

SUBJECT: Jim McIntyre's Memo re Assessment of Federal Information Centers

I have reviewed the material and am basically in agreement with the need to make better utilization of these centers. I would offer the following additional thoughts for your consideration.

1. Provide Common Facilities

The concept we used in Georgia in developing human resources centers at the local level was to provide the basic facilities and then let the individual agencies involved provide the personnel to staff the facilities. While this creates an administrative problem, it does help insure the maintenance of a high degree of professionalism at the centers.

2. Conduct Training Programs

Another possible use of these centers would be to conduct periodic training sessions on Federal programs for individuals at the State and local levels.

3. Close Relationship with State and Local Centers

As you might remember, we set up TIE-LINES in Georgia to provide the same types of services. The effectiveness of both organizations would be improved through close coordination and interchange of information.

4. Rotation of Agency Staff

In order to permit agency personnel to have a better feel for the concerns of the general public, it might be a good idea to rotate individuals from the agencies

into the information centers on a one-to-three month basis.

5. Improved Technology

I would suggest that you ask Frank Press to explore ways that advanced technology can be used in the collection, processing, and distribution of the information needed by these agencies. It is my guess that we have plenty of idle computer hardware available to support a fairly sophisticated information system.

MEMORANDUM

FOR ACTION:
The Vice President
Midge Costanza
Stu Eizenstat
Hamilton Jordan
Bob Lipshutz
Jody Powell

FOR INFORMATION:
Jack Watson
Hugh Carter
Richard Harden
Greg Schneiders

4/1
6.30pm

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jim McIntyre memo 4/1/77 re Assessment of Federal Information Centers.

YOUR RESPONSE MUST BE DELIVERED TO THE STAFF SECRETARY BY:
TIME: 6:00 P.M.
DAY: Monday
DATE: April 4, 1977

ACTION REQUESTED:
_X_ Your comments
Other:

STAFF RESPONSE:
____ I concur. ____ No comment.
Please note other comments below:

The options for future expansion and upgrading of the Federal Information Centers all assume that the primary "client" group of the FICs will continue to be private citizens. While the FIC capability in that area should be upgraded, the FICs might also serve as a source of information and assistance to state and local governments seeking federal aid.

If the "Federal Program Information Act" (S. 904 sponsored by Senator Kennedy), which the Administration supports is enacted as introduced, OMB would computerize the Catalogue of Federal Domestic Assistance, making the computerized information available to state and local officials through regional computer terminals. Placing those terminals in the FICs and having a staff capability to assist in the preparation of federal aid applications would be a major contribution to making federal aid accessable to smaller communities and states which cannot afford full-time grantsmen. Going the next step of combining the FICs and FRCs in the 10 regional cities would be even better.

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If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)

APR 2 1977
12:45 p.m.

Done.
Fed. Information Center.

THE WHITE HOUSE
WASHINGTON

STM - IF POSSIBLE PLS HAVE PREPARED A SHORTER SUMMARY OF THE RECOMMENDATIONS. THANKS - Rich

ACTION	FYI	
X		MONDALE
X		COSTANZA
X		EIZENSTAT - sent
X		JORDAN
X		LIPSHUTZ
	X	MOORE
X	X	POWELL
		WATSON - Log

	ENROLLED BILL
	AGENCY REPORT
	CAB DECISION
	EXECUTIVE ORDER

Comments due to Carp/Huron within 48 hours; due to Staff Secretary next day

X	FOR STAFFING
	FOR INFORMATION
	FROM PRESIDENT'S OUTBOX
	LOG IN/TO PRESIDENT TODAY
	IMMEDIATE TURNAROUND

		ARAGON
		BOURNE
		BRZEZINSKI
		BUTLER
		CARP
X		H. CARTER
		CLOUGH
		FALLOWS
		FIRST LADY
		GAMMILL
X		HARDEN
		HOYT
		HUTCHESON
		JAGODA
		KING

		KRAFT
		LANCE
		LINDER
		MITCHELL
		POSTON
		PRESS
		B. RAINWATER
		SCHLESINGER
X		SCHNEIDERS
		SCHULTZE
		SIEGEL
		SMITH
		STRAUSS
		WELLS
		VOORDE

MEMORANDUM

FOR ACTION:
The Vice President
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__X__ Your comments

Other:

STAFF RESPONSE:

__X__ I concur. ____ No comment.

Please note other comments below:

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EXECUTIVE SUMMARY

FEDERAL INFORMATION CENTER

ASSESSMENT REPORT

I. INTRODUCTION

Background

Eleven years ago in November 1965, President Johnson directed that the Federal Government expand its efforts to improve services to individual citizens including basic information about the Federal Government itself. The following year, the first pilot Federal Information Center was opened in Atlanta, Georgia. Since then, the number of Centers has increased to a total of 37 with toll-free telephone tieline service to an additional 40 cities. As a total network, the Center system now covers about 55% of the U.S. population on a local call basis.

Objectives of the Current Assessment

A brief assessment was requested to determine the feasibility of expanding the current network of 37 Federal Information Centers to a nationwide system as a means of making basic information about Federal programs and services more readily available to all citizens. In addition, consideration was to be given to the use of Centers as a vehicle for citizens to communicate their opinions and other concerns about the Federal Government directly to agency policy officials and the President.

The three major areas to be covered in the assessment report were:

- The overall effectiveness of current Centers' operations in responding to citizen needs for information about Federal programs and services;
- The desirability, feasibility, and cost of increasing the scope of information services, improving service quality, and expanding geographic coverage of Centers; and
- The desirability, feasibility, and cost of utilizing the Centers to facilitate more direct dialogue between citizens and agency policy officials and the President on policy issues, to improve Federal responsiveness to consumer interests, and to possibly create intergovernmental information centers.

Methodology

The methodology employed during the assessment consisted of:

- Analysis of Available Data on Center Operations which consisted of reports on the volume and type of inquiries received, staff workload, and other factors.

- Field Reviews of Center Operations included personal interviews with Center staff, General Services Administration supervisory personnel, Federal Executive Board Chairpersons, and officials from Federal agencies, State and local governments, and private organizations in 11 major Center cities throughout the country.

- Selected Interviews with a wide range of people to obtain viewpoints and reactions to various possibilities for expanding the scope and role of Federal Information Centers. These included private organizations specializing in informational and referral services such as the United Way, State officials including personnel responsible for the State "tieline" operations in Georgia and South Dakota respectively, and Federal agencies with major citizen inquiry and assistance programs such as the Internal Revenue Service.

Concept and Role of a Federal Information Center

In carrying out this review, it was necessary to make some basic assumptions about the nature and overall purposes of the Federal Information Centers as a benchmark for assessing their current effectiveness and developing options for possible future expansion. The key assumptions were:

- First, the Centers operate as a part of a much larger, and diversified network of information programs devoted to providing information to our estimated 215 million citizens on services available to them. This system includes a score of other major Federal information services as well as numerous State, local, and private systems.

  In recognition of this diversity, the assessment team gave particular attention to the degree of coordination between Federal Information Centers and related information and referral systems administered by other Federal agencies, State and local governments, and private agencies.

- Second, the assumption was made that most information service organizations enjoy a "comparative advantage" in having easier access to detailed information on certain types

of programs, services, or agencies. While a Federal Information Center can usually provide general information on available State, local government, and private agency services in its area of jurisdiction, it has a particular advantage and responsibility in providing detailed information on Federal activities. In developing options for expansion, considerable emphasis was given to increasing the capacity of Federal Information Centers to supply information on the Federal sector as their first and most important priority.

- Third, in assessing opportunities to utilize the Federal Information Centers more extensively for facilitating citizen participation in the Federal decisionmaking process, the review team was conscious of the danger of creating unrealistic expectations concerning the ability of Centers to respond to and resolve the diverse range of personal as well as governmental problems which citizens might bring to their attention.

- Finally, the role of the Centers as the first and perhaps the only direct point of contact which many citizens may have with the Federal Government was viewed as an important consideration in developing various alternatives. While communications technology allows for great efficiencies in storing and processing information, an assumption was made that the Centers should continue to emphasize a personalized approach in dealing with citizens as their basic and most responsive mode of operation.

II. ANALYSIS OF CURRENT CENTER OPERATIONS

Overall, the assessment team was very favorably impressed by the quality and cost-effectiveness of information services provided by the Centers. For the purposes of the Executive Summary, only those findings which were considered particularly significant will be described.

General Background

The Centers operate under the policy direction of the General Services Administration and its Office of Public Affairs.

The Fiscal Year 1977 budget for Federal Information Centers is $2,858 million, funded on a reimbursable basis by 17 Federal agencies at $168,000 each.

Allocation of funds is heavily directed to staff support--79% for salaries and related expenses. Resources are also heavily concentrated in Center operations as compared to national support.

Out of a total of 140 budgeted positions, 136 are allocated to direct Center operations. Staffing is fairly evenly distributed among Centers. Most Centers range in size from two to five full-time positions; three Centers exceed that level.

There are presently a total of 37 Centers in operation, with one more scheduled to open in the spring of 1977. Sixteen Centers also provide toll-free telephone service to one or more tieline cities, and cover a total of 40 additional cities.

Assessment of Operational Capabilities

The Centers receive about 600,000 inquiries per month in aggregate, of which about 65% are telephone and the balance walk-in. A negligible number of inquiries are received through the mail.

The range of inquiry by subject matter is broad and diverse and a very few areas dominate. Four agencies which also maintain substantial public information and referral systems of their own account for over 25% of Center inquiries: (1) Internal Revenue Service (9.2%); (2) Civil Service Commission (8.0%); (3) Social Security Administration (4.8%); and (4) Veterans Administration (4.4%). Questions related to these agencies are similar to those handled by their own information services--e.g., tax information, Federal employment, social security, and veterans assistance eligibility. Distribution of calls among Federal agencies is otherwise spread fairly evenly over the range of Federal programs and services. Very few discrete organizations beyond those mentioned above account for greater than 1% of inquiries.

The relative volume of public inquiries varies widely among individual Centers--from a low of about 5,000 per month to a high of 52,000 which include walk-in totals. A number of interrelated factors appear to account for this disparity. For instance, location of a Center in the lobby generates substantial walk-in volumes. The relative concentration of Federal programs and services in a particular city is also a factor. However, the level of publicity is generally believed to have the most substantial impact on the volume of inquiries which a Center receives, although the actual dimensions are not clear since no data was available to precisely measure the effects of publicity on inquiry volume.

All Centers' information files are manual. No computer or other automatic or mechanical updating systems are utilized. The sources of information maintained consists primarily of information showing location and telephone number of agencies (State, local government, and private as well as Federal), usually organized by functional areas of service. Each Center

maintains such information for national, regional, State and local levels of each agency, and each Center is individually responsible for updating its basic file.

Telecommunications equipment currently available is relatively unsophisticated. Few Centers have a capability to transfer incoming calls to an appropriate Federal agency, either within the city in which the Center is located or to another area. Other telecommunication support systems are also modest. Only 12 Centers currently operate with a pre-recorded message and automatic hold capacity to accommodate incoming calls when the rest of the Center staff is busy.

Overall Analysis of Strengths and Weaknesses

The Centers' principal strengths start with a high degree of responsiveness to the substantial volume and wide diversity of questions they receive. This capacity is largely dependent on the abilities of the information specialists employed, who were perceived to be highly competent in terms of dealing with the public, generally knowledgable of government programs and services, and resourceful in seeking answers to complex questions and problems.

Responses are not confined to simply referring the questioner to an appropriate source for an answer. All Centers respond to substantive questions directly and conduct necessary research to the extent that they are able. Moreover, the informational services provided are not restricted to questions related to Federal programs and services. All Centers receive and maintain a capacity to respond to a significant volume of inquiries related to State, local, and private services available in the community.

The principal weaknesses of the system are in three general areas: overall management; information system design and support facilities; and limitations on the population served.

In terms of overall management, the Centers operate largely independent of one another with little management or policy direction and support from Washington. As a result, the quality of management in individual Centers is highly variable, as reflected in varying procedures on data file structure and maintenance, staff training, and knowledge of alternative information services and sources in the community.

Routine flow of information to Centers from individual Federal agencies, both nationally and regionally, is especially weak. Each Center is individually responsible for updating its own information files, including national and regional data common to all.

There is also a high degree of variation among Centers in terms of inquiry volumes for given levels of staff and population served. These variables directly affect their ability to respond adequately to substantive inquiries, handle peak workloads, and develop/update information sources.

Approximately 45% of the population is effectively precluded from full access to informational services by virtue of the limited extension of toll-free telephone service to only 40 tieline cities.

III. MAJOR OPTIONS FOR EXPANSION AND UPGRADING OF CENTERS

Based on the team's assessment of current Center operations and opportunities for improvements, the following basic alternatives were developed.

- Alternative One consists of a strategy of upgrading the effectiveness of the existing 37 Center network as a desirable management initiative on its own merits, as well as laying the foundation for possible expansion of the system's coverage, service level, and roles as outlined in Alternatives Two and Three. The report presents two major options for consideration, dealing with overall improvements in management support, and adjusting for workload imbalances respectively.

- Alternative Two covers various options for expanding Center coverage to all citizens on a toll-free basis, as well as supportive options for upgrading of communications equipment, data processing facilities, and the scope of informational services offered. Although any of the latter options could be implemented without necessarily expanding Center coverage, it is more likely they would be undertaken as part of a major upgrading and expansion program.

- Alternative Three modifies in a significant manner the basic role and functions of Federal Information Centers. The three specific options are: converting the Centers to a broader intergovernmental information source in cooperation with participating States and/or localities; using the Centers as part of a two-way communication link between citizens and Washington; and using the Centers to improve Federal responsiveness in consumer affairs.

Attachments A-1 and A-2 portray the above alternatives in summary form, provide cost estimates for each, and describe a recommended package for the overall expansion of the Federal Information Center network. However, it is important to note that total costs continue to be primarily for personnel and

related expenses and that most of the estimates are driven by three basic factors: (1) total population served; (2) average volume of inquiries per 100,000 population; and (3) estimates of the number of inquiries an average Center staff member can handle per day. Although the assessment did generate some additional data on these three factors, much more reliable estimating techniques and data are still needed. For this reason, the assessment team urges considerable caution in the selection and sequence of implementing the individual options recommended.

A. Upgrade Quality of Services in Existing 37 Centers

The quality of services provided by the existing 37 Federal Information Centers is generally high for the level and scope of service contemplated. However, the assessment team noted substantial variations in quality, reflective of wide differences in management and operations, and overall levels and allocation of resources. The following options are intended to upgrade quality of services provided by the existing 37 Centers, assuming no change in population coverage.

Option A.1 - Improve Quality of Service in the Existing 37 Center Network through Modest Management Improvements

The quality of management systems varies significantly among individual Centers, and certain minimal management support functions are not performed at all.

A substantial number of these recommendations can be implemented within existing Center resources, and GSA has already initiated steps to implement many of them. These include transferring Centers located in the lobby of Federal buildings to off-lobby locations, development of standardized policy directives governing Center operations, more formal training for new staff, installing more efficient data filing and updating procedures, and providing for more routine updating of common information.

A number of management improvements considered essential for efficient Center operations will entail modest additional resources. These include measures to allow Center managers to devote time to organizing and managing Center operations, modest upgrading in facilities and equipment, and strengthening national office management and policy direction capability.

The total cost of these actions are estimated at $805,000 including 37 additional full-time positions and modest upgrading in facilities and equipment.

Option A.2 - Further Upgrade Quality of Service by Adjusting for Major Staffing Imbalances and Improve Response Capabilities in Existing 37 Center Network

The volume of inquiries received varies substantially among Centers, in absolute terms, and in relation to current staffing levels. Moreover, the range in inquiry volume does not appear to relate to differences in levels of population served, probably because of differences in the extent of publicity.

The assessment team proposes that existing staffing levels be augmented in the high volume Centers in order to maintain no greater than 125 telephone calls per staff member per day. Additional publicity should be considered in areas with relatively low volumes of inquiry and staffing should be adjusted accordingly.

The combined effect of these actions would involve an additional 51 full-time information specialists positions, at a total cost of $950,000.

As part of an overall objective to upgrade the quality of response provided by the Centers, the assessment team has concluded that individual Centers must have access to a considerably greater amount of information on programs and issues than presently. A number of procedural changes are recommended designed to generate a more routine flow of information from individual Federal departments and agencies on issues of general interest to the public.

These actions will depend principally on national policy and procedural decisions, but will also require modest increases in the GSA national office staff. A total of five positions at a cost of $80,000 is proposed which combined with augmentation in Center staffing, entails a total cost for Option A.2 of $1.03 million.

Recommendation

The OMB assessment team recommends approval of each of the options discussed: Option A.1 ($.81 million), and A.2 ($1.03 million).

B. Expand Population Coverage

The assessment team perceives no rational basis for restricting coverage of Federal Information Center's services to the present 55% of the population. Three alternative, mutually exclusive options are considered for expanding coverage to 100% of the population.

Option B.1 Expand Coverage of the Centers to the Entire Country on a Toll-Free Basis from the Existing 37 Center Network

Under this option, toll-free telephone lines would be extended to the entire population, from the existing 37 Centers, and additional staff would be added to handle the increased volume of calls.

This option has tne principal benefit of building on the existing system and could therefore be implemented most expeditiously and with least disruption.

A significant potential problem is degradation in the relative quality of informational services provided to citizens in outlying areas. Existing Centers now provide more comprehensive information on inquiries generated in FIC cities, as compared to tieline cities. These disparities are likely to be even greater for outlying rural areas, particularly with respect to information on locally based programs and services.

This option would entail a total additional cost of $3.6 million covering staff increases and toll-free telephone lines to all parts of the country.

Option B.2 Expand Coverage with at Least One Center per State

Under this option, all existing 37 Centers would remain in operation. However, an additional 23 Centers would be opened, one in the largest metropolitan area of those States in which no Centers exist now.

The principal advantage of this option is that it would tend to offset the relative degradation in quality of responsiveness to outlying areas cited in Option B.1 by placing the Centers closer to the populations served. It would also facilitate development of relationships with State governments for exchange of information, and establishes the basis for moving toward the government information center model, where desired.

In terms of cost, this option is not materially more expensive than Option B.1 ($3.67 million compared to $3.60 million) largely because long distance telecommunications line costs on an intra-State basis are substantially less than inter-State. This helps offset the costs of added staff.

Option B.3 Expand Coverage to Entire Population but Consolidate to 10 Regional Centers

This option contemplates operating information services from 10 consolidated Centers, probably located in each of the 10 standard Federal regional cities. The remaining Centers would be closed.

Of necessity, a 10-Center model would experience much greater difficulty in maintaining information on the hundreds of cities and towns in each region and would be forced to rely on national or regional sources primarily, and possibly State governments. The more individualized approach with citizens presently employed in most Centers and which constitute one of their strengths, probably would be compromised as well. In the view of the assessment team, the quality of informational services provided by this model would be significantly below that of the others. Moreover, reducing the number of individual Centers might be perceived by the public as a retrenchment in information services offered, and congressional support might be weakened as well.

In terms of cost, and perhaps contrary to expectations, this option would be relatively expensive--about $4.49 million compared to approximately $3.6 million for Options B.1 and B.2. These higher costs result principally from relatively high inter-State telephone communications charges relative to intra-State charges, and these costs more than offset savings realized from staff savings associated with economies of scale.

Recommendation

The OMB assessment team recommends approval of Option B.2 at an annual cost of $3.67 million.

C. Improve Quality of Service Under an Expanded Coverage Model

If the geographic coverage of informational services is expanded as outlined under any of the three preceding options, substantial strain will be placed on Federal Information Centers' ability to provide adequate informational services for the added populations. The following outlines three options to enhance their response capability for this purpose:

C.1. Improve Quality of Service by Expanding Scope of Informational Services Provided

Under the present system, primary reliance is placed on individual Centers to develop and maintain their basic information file, including routine updating of basic data and researching information for unique or unanticipated questions. A number of the options discussed previously contemplate improving procedures for identifying relevant information on a more systematic basis and making it available to Centers. However, if toll-free telephone services are extended to the entire population, additional steps should be taken to develop information on programs and services in areas to which services are extended.

In developing a capacity to develop information covering a wide geographic area, a basic policy determination must be

made concerning the nature of informational services to be provided. Although the Centers are presently designed primarily to answer questions concerning the Federal Government, they cover State and local services as well. As services are expanded geographically, the ability of Centers to provide information on local programs and services will be considerably less.

The assessment team recommends that as a matter of policy, first priority be accorded to developing a response capability on Federal programs and services located in the geographic area served. As a second priority, they should attempt to develop State-based information, in cooperation with existing State information and referral services, if possible. Centers would attempt to maintain a limited amount of local information, such as telephone directories for the larger communities served, but publicity should be carefully programmed to avoid the implication that detailed local information is available.

Under this approach, additional efforts should be made to develop comprehensive, area-wide information on available Federal programs and services, and develop necessary contacts and research to assemble appropriate State and local information.

The assessment team recommends that one additional staff position be allotted to each GSA regional office for the above purpose. This would include responsibilities for identifying the information needs of other Centers in the region, and assuring such information is compiled and updated on a continuing basis and made available to the Centers in a timely and useful manner. The cost of this option is estimated at $175,000.

C.2 Improve Quality of Service Through Data Processing Support

The volume and routine nature of a substantial part of the information utilized by Centers suggests that consideration should be given use of computer capability for storage and retrieval of at least portions of the Center data file.

The OMB assessment team concluded that while computer support has considerable intuitive appeal, there was insufficient evidence available to support system-wide application of such a capability at this time.

Although a substantial amount of information utilized by the Centers is relatively routine in nature, it covers highly diverse subject matter, and updating the basic information

would be a constant and demanding process. Moreover, a substantial number of questions require individualized research and probing to obtain an adequate answer.

If a decision were made to develop a computer system support capability for the Centers under an expanded population model, as outlined under Option B, the added costs are estimated at approximately $1.2 million plus initial startup costs of $450-750 thousand. These estimates are based on a 10-Center model and would increase 5-10% if the 37 or 60 Center models were adopted.

In view of the complexity of information needs, the uncertainties regarding the cost-effectiveness of computer support, and the relatively high costs of a nationwide system, the OMB assessment team recommends that further experiments be conducted with a prototype system rather than installing a computer capability on a system-wide basis at this time. The cost of a four-month test using commercial time-sharing facilities in support of a sample of Centers is estimated at $158,000.

C.3 Improve Quality of Service by Adding Capacity to Directly "Bridge" Callers to Service Agencies

This option contemplates installing the capacity for Centers to bridge incoming telephone calls to an appropriate agency in order to assure a more adequate response to citizens' questions.

In reviewing this option, the assessment team reviewed existing State information systems currently in operation which employ this capacity--notably the States of Georgia and South Dakota tielines. Each operation was found to exhibit notable differences from current or contemplated Federal Information Center operations--particularly the extent of service provided individual callers. As a result of the highly detailed response given callers by the Georgia tieline, the overall average cost per telephone call is about $10 compared to $0.40 presently for Federal Centers. The South Dakota model, which provides less in-depth case-work assistance to callers than the Georgia tieline, operates at an average cost of $2.58 per call. Not all of these cost differentials are attributable to the call "bridging" capability, but that capacity is integrally related to the more in-depth response provided by these other models.

No accurate basis exists on which to estimate the additional cost of installing a call "bridge" capability in Federal Centers largely because proportion of calls to be bridged and extent of time spent on each are critical unknown variables.

The assessment team recommends that call "bridge" capability not be installed at this time for long distance calls. Instead, capacity for transferring calls within the local area should be added to all Centers now, and this experience should be used to gain more experience and data for estimating the need and costs of adding more complete coverage and service of this type.

D. Expand Role of Centers to Serve as Combined Federal Information Centers

The assessment included an examination of the Government Information Center in San Diego as a possible model for use elsewhere. The results confirmed that the quality and convenience of service under a combined approach with other levels of government was clearly advantageous to citizens. However, the volume of inquiries which a combined Center must be prepared to handle may run as much as 50% higher than a Federal Center, and staffing/financing arrangements for a joint Center can be potentially troublesome.

The rationale for selection of Option B.2 which would establish a Center in each State recognizes the desirability of moving toward an intergovernmental approach to providing information services. However, this model is dependent on closer day-to-day cooperation and joint planning among Federal, State, and local governments, and can only be implemented as cooperative agreements are developed among participating units of government.

Recommendation

The OMB assessment team recommends a further expansion of the San Diego pilot Center to a State-wide effort in cooperation with the State of California to develop further experience with this model. The Federal cost of this proposal is estimated at $160,000.

E. Expand Role of Federal Information Centers to Include Processing Citizen Viewpoints on Policy Issues, and Handling Consumer Complaints and Inputs

Options E. 1 and E.2 involve a fundamental change in the basic nature of the Centers. Both require the capacity to receive, analyze, and disseminate feedback from citizens. This role places the Centers in a much more sensitive public role which could adversely affect their normal function of providing information and referral services. Reservations were also voiced about the consumer complaint role, particularly with

respect to having the Center perceived as an enforcement agency on behalf of citizens vis a vis Federal agencies. In both cases, it might be extremely difficult to drop these roles once citizens begin to utilize the Centers for such purposes.

At the same time, the assessment team found support for testing both roles provided this could be done under a carefully planned and controlled strategy which would avoid jeopardizing the effectiveness of the Center information and referral activities. This would require a decentralized approach in installing such capabilities in each Center to assure adequate flexibility.

Recommendation

The assessment team recommends the Centers start with a low-key reactive role with a modest increase in staff to compensate for the workload that additional inquiries and viewpoints would generate. This is estimated at $650,000 which supports one additional staff member in all existing Centers. A similar approach is recommended for Option E.2 - a minimum upgraded capacity to refer consumer complaints to appropriate agencies, disseminate information, etc. This option would not entail any additional costs over and above the basic manpower improvements over staff increases recommended under A.1 and A.2.

Both the options should be implemented after the basic management improvements (Option A.1 and A.2) and initial expansion of geographic coverage (Option B.2) have been fully implemented. Option E.1 for 60 Centers would cost $1.11 million.

IV. BASIC CONSIDERATIONS IN EXPANDING THE NUMBER AND SCOPE OF RESPONSIBILITIES FOR FEDERAL INFORMATION CENTERS

The following basic considerations should be taken into account in planning for and expanding the scope of responsibilities for Federal Information Centers.

- National publicity on the expansion of FICs should be avoided until basic management improvement and staffing increases have been accomplished to handle increased volume of inquiries.

- An explicit legislative basis should exist or be developed for the contemplated expansion of responsibilities.

- Appropriate consultation should be held with Congress, particularly in reference to authorization and appropriation requests contemplated.

- Systematic consultation should be carried out with appropriate Federal agencies, State and local governments, and private agencies in planning for the establishment of new Centers to maximize opportunities for mutual support.

- Implementation of each recommendation should commence as quickly as possible, but on a time-phased basis tailored to the complexity, degree of difficulty, and cost of each.

The following outlines a suggested timeframe and sequence for implementation of the report's recommendations.

A. Actions to upgrade the quality of services of the existing 37 Center network contemplated by Options A.1 and A.2 should begin now, without awaiting passage of legislative authority or separate appropriations.

B. GSA should begin immediately to carry out the necessary analysis, planning, and negotiations to implement the full range of recommended actions, including:

- Plans for expanding and upgrading Center operations beyond those reflected in Options A.1 and A.2; and negotiations and plans to implement the limited pilots and test experiments proposed under Option C.2 (computerization of the data file in one Center), Option C.3 (installation of limited telephone call bridging capacity), and Option D (develop government-wide Centers in California).

C. On the basis of the initial planning and analysis carried out in the above, initial steps to implement all or selected elements of major expansion options should commence by October 1, 1977.

- With respect to expansion of coverage to 100% of the population (Option B.2), first priority should be on extension of toll-free telephone lines and services out of the existing 37 Centers.

- Initial steps to upgrade the quality of information made available to Centers on a regular, recurring basis (Option C.2) should begin.

D. Implementation of Option E.1, for expanded citizen participation should not commence until substantial upgrading in FICs' response capability has been effected. A target date of January 1978, should be adopted to install the more limited, reactive citizen participation model.

SUMMARY TABLE

Attachment A-1

Options for Expansion of Federal Information Centers

Option Description	Estimated Costs ($ million)	Cost Comments	Scope/Quality of Services	Impact Analysis Number of Citizens Served	Difficulty/Risk in Implementing
I. Current Status Maintain existing network of 37 Federal Information Centers without major change	2.86	PRESENT LEVEL	PRESENT LEVEL	- Covers 55% of Population - 7.2 Million Inquiries (1976)	NOT APPLICABLE
II. Options for Expansion/ Upgrade A.1 Upgrade quality of service in existing 37 Center network through modest management improvements	0.81	LOW - Adds 37 Staff - Supports full-time Center managers - Supports basic Management improvements	HIGH - Scope and accuracy of information improved - Better staff training	NO CHANGE	LOW - Current management procedures can be upgraded easily
A.2 Further upgrade quality of service by adjusting for major staff imbalances and improve response capabilities within existing 37 Center network	1.03	LOW - Adds 56 positions (51 at Center level)	HIGH - Reduce current work imbalances - Less lost calls - Improved information	MODERATE - Modest increase in volume	LOW - Modest increase in staff - Requires individual agency support for improved information
B.1 Expand coverage of Centers to entire country on toll-free basis from existing 37 Center network	3.60	HIGH - Adds 76 staff - Includes leased lines	MODERATE - 23 States still served from out of State	HIGH - Covers full population	MODERATE - Big staff increase - More data needed for new areas
B.2 Expand coverage to entire country with at least one Center per State	3.67	HIGH - Adds 81 staff - Includes leased lines	HIGH - All States served from in-State Center	HIGH - Covers full population	HIGH - 23 new locations - More data needed for new areas
B.3 Expand coverage to entire country but consolidate to ten regional Centers	4.49	HIGH - Adds 56 staff - Costly inter-State lines used	LOW - Limited local data - Less personal approach	HIGH - Covers full population	HIGHEST - Closes 27 Centers - New operating mode
C.1 Improve quality of service by expanding scope of informational services provided.	0.18	LOW - Minimal over A.1 and A.2	HIGH/LOW - Improved Federal data - Less local data	NO CHANGE	LOW - Requires improved information on outlying areas
C.2 Improve quality of service through major upgrading of telecommunications and data processing support	0 - 1.25	LOW - Does not include $0.45 - $0.75 start up costs	UNKNOWN - Can not be predicted - further tests needed	NO CHANGE	HIGH - Failure potential high - New system discipline
C.3 Improve quality of service by adding capacity to directly "bridge" callers to service agencies	NOT ESTIMATED	LOW/VERY HIGH - Determined by policies on extent of bridging	HIGH - High assurance that assistance is provided	UNKNOWN - Most help to disadvantaged	LOW - Cost/benefit tests needed
III. Options for Expanded Role D. Expand role of Federal Centers to serve as combined Government Information Centers (GIC) with cooperating States and localities	UP TO 0 -1.43	MODERATE - Up to 50% of present costs - Costs shared by S/L governments	HIGH - One stop service - More comprehensive data provided	MODERATE - Assumes 50% increase where implemented	MODERATE - Requires individualized S/L agreements - S/L may withdraw
E.1 Expand role of Federal Centers to include processing of citizen viewpoints on national policies	0.65 - 4.48	LOW/VERY HIGH - Very publicity sensitive	HIGH - Expands opportunity for direct citizen involvement	LOW/VERY HIGH - Depends on publicity	HIGH - Could raise false expectations
E.2 Expand role of Federal Centers to facilitate handling of consumer complaints/inputs regarding Federal agency performance and policies	0 - 1.45	MODERATE - Adds 74 people	HIGH - Better referrals - Improved coordination of consumer programs	MODERATE	HIGH - Could distort public view of FICs

SUMMARY TABLE

Attachment A-2

Recommendations for Expansion of Federal Information Centers
(Estimated Costs in $millions)

Option Description	Estimated Costs	Possible Combinations	Recommendations			
					RECOMMENDED INCREASES	CUMULATIVE TOTALS
I. Current Status Maintain existing network of 37 Federal Information Centers without major change	2.86	BASE	CURRENT STATUS (BASE)			$2.86
II. Options for Expansion/ Upgrade						
A.1 Upgrade quality of service in existing 37 Center network through modest management improvements	0.81	ANY COMBINATION OF BASE + A.1 & A.2 POSSIBLE	A.1		$0.81	
A.2 Further upgrade quality of service by adjusting for major staff imbalances and improve response capabilities within existing 37 Center network	1.03		A.2	SUB-TOTAL	1.03 $1.84	$4.70
B.1 Expand coverage of Centers to entire country on toll-free basis from existing 37 Center network	3.60	ONLY ONE OF B.1, B.2, OR B.3 POSSIBLE ALL ASSUME A.1 & A.2 BEING DONE	B.2		$3.67	$8.37
B.2 Expand coverage to entire country with at least one Center per State	3.67					
B.3 Expand coverage to entire country but consolidate to ten regional Centers	4.49					
C.1 Improve quality of service by expanding scope of informational services provided.	0.18	ANY COMBINATION OF C WOULD BE ADDED TO B.1, B.2, OR B.3 ONLY	C.1		$0.18	
C.2 Improve quality of service through major upgrading of telecommunications and data processing support	0 - 1.25		C.2 (EXPERIMENT ONLY)		0.16	
C.3 Improve quality of service by adding capacity to directly "bridge" callers to service agencies	NOT ESTIMATED		C.3 (LOCAL EXPERIMENT)	SUB-TOTAL	0 $0.34	$8.71
III. Options for Expanded Role						
D. Expand role of Federal Centers to serve as combined Government Information Centers (GIC) with cooperating States and localities	0 - 1.43	CAN BE ADDED TO ANY COMBINATION OF A, B, OR C	D (CALIFORNIA STATEWIDE EXPERIMENT)		$0.16	
E.1 Expand role of Federal Centers to include processing of citizen viewpoints on national policies	0.65 - 4.48		E.1 (MODEL I, REACTIVE ONLY 60 CENTERS)		1.11	
E.2 Expand role of Federal Centers to facilitate handling of consumer complaints/inputs regarding Federal agency performance and policies	0 - 1.45		E.2 (MINIMUM COORDINATION)	SUB-TOTAL	0 $1.27	
			TOTAL RECOMMENDATIONS			$9.98

EXECUTIVE SUMMARY

FEDERAL INFORMATION CENTER

ASSESSMENT REPORT

I. INTRODUCTION

Background

Eleven years ago in November 1965, President Johnson directed that the Federal Government expand its efforts to improve services to individual citizens including basic information about the Federal Government itself. The following year, the first pilot Federal Information Center was opened in Atlanta, Georgia. Since then, the number of Centers has increased to a total of 37 with toll-free telephone tieline service to an additional 40 cities. As a total network, the Center system now covers about 55% of the U.S. population on a local call basis.

Objectives of the Current Assessment

A brief assessment was requested to determine the feasibility of expanding the current network of 37 Federal Information Centers to a nationwide system as a means of making basic information about Federal programs and services more readily available to all citizens. In addition, consideration was to be given to the use of Centers as a vehicle for citizens to communicate their opinions and other concerns about the Federal Government directly to agency policy officials and the President.

The three major areas to be covered in the assessment report were:

- The overall effectiveness of current Centers' operations in responding to citizen needs for information about Federal programs and services;
- The desirability, feasibility, and cost of increasing the scope of information services, improving service quality, and expanding geographic coverage of Centers; and
- The desirability, feasibility, and cost of utilizing the Centers to facilitate more direct dialogue between citizens and agency policy officials and the President on policy issues, to improve Federal responsiveness to consumer interests, and to possibly create intergovernmental information centers.

Methodology

The methodology employed during the assessment consisted of:

- Analysis of Available Data on Center Operations which consisted of reports on the volume and type of inquiries received, staff workload, and other factors.

- Field Reviews of Center Operations included personal interviews with Center staff, General Services Administration supervisory personnel, Federal Executive Board Chairpersons, and officials from Federal agencies, State and local governments, and private organizations in 11 major Center cities throughout the country.

- Selected Interviews with a wide range of people to obtain viewpoints and reactions to various possibilities for expanding the scope and role of Federal Information Centers. These included private organizations specializing in informational and referral services such as the United Way, State officials including personnel responsible for the State "tieline" operations in Georgia and South Dakota respectively, and Federal agencies with major citizen inquiry and assistance programs such as the Internal Revenue Service.

Concept and Role of a Federal Information Center

In carrying out this review, it was necessary to make some basic assumptions about the nature and overall purposes of the Federal Information Centers as a benchmark for assessing their current effectiveness and developing options for possible future expansion. The key assumptions were:

- First, the Centers operate as a part of a much larger, and diversified network of information programs devoted to providing information to our estimated 215 million citizens on services available to them. This system includes a score of other major Federal information services as well as numerous State, local, and private systems.

  In recognition of this diversity, the assessment team gave particular attention to the degree of coordination between Federal Information Centers and related information and referral systems administered by other Federal agencies, State and local governments, and private agencies.

- Second, the assumption was made that most information service organizations enjoy a "comparative advantage" in having easier access to detailed information on certain types

of programs, services, or agencies. While a Federal Information Center can usually provide general information on available State, local government, and private agency services in its area of jurisdiction, it has a particular advantage and responsibility in providing detailed information on Federal activities. In developing options for expansion, considerable emphasis was given to increasing the capacity of Federal Information Centers to supply information on the Federal sector as their first and most important priority.

- Third, in assessing opportunities to utilize the Federal Information Centers more extensively for facilitating citizen participation in the Federal decisionmaking process, the review team was conscious of the danger of creating unrealistic expectations concerning the ability of Centers to respond to and resolve the diverse range of personal as well as governmental problems which citizens might bring to their attention.

- Finally, the role of the Centers as the first and perhaps the only direct point of contact which many citizens may have with the Federal Government was viewed as an important consideration in developing various alternatives. While communications technology allows for great efficiencies in storing and processing information, an assumption was made that the Centers should continue to emphasize a personalized approach in dealing with citizens as their basic and most responsive mode of operation.

II. ANALYSIS OF CURRENT CENTER OPERATIONS

Overall, the assessment team was very favorably impressed by the quality and cost-effectiveness of information services provided by the Centers. For the purposes of the Executive Summary, only those findings which were considered particularly significant will be described.

General Background

The Centers operate under the policy direction of the General Services Administration and its Office of Public Affairs.

The Fiscal Year 1977 budget for Federal Information Centers is $2,858 million, funded on a reimbursable basis by 17 Federal agencies at $168,000 each.

Allocation of funds is heavily directed to staff support--79% for salaries and related expenses. Resources are also heavily concentrated in Center operations as compared to national support.

Out of a total of 140 budgeted positions, 136 are allocated to direct Center operations. Staffing is fairly evenly distributed among Centers. Most Centers range in size from two to five full-time positions; three Centers exceed that level.

There are presently a total of 37 Centers in operation, with one more scheduled to open in the spring of 1977. Sixteen Centers also provide toll-free telephone service to one or more tieline cities, and cover a total of 40 additional cities.

Assessment of Operational Capabilities

The Centers receive about 600,000 inquiries per month in aggregate, of which about 65% are telephone and the balance walk-in. A negligible number of inquiries are received through the mail.

The range of inquiry by subject matter is broad and diverse and a very few areas dominate. Four agencies which also maintain substantial public information and referral systems of their own account for over 25% of Center inquiries: (1) Internal Revenue Service (9.2%); (2) Civil Service Commission (8.0%); (3) Social Security Administration (4.8%); and (4) Veterans Administration (4.4%). Questions related to these agencies are similar to those handled by their own information services--e.g., tax information, Federal employment, social security, and veterans assistance eligibility. Distribution of calls among Federal agencies is otherwise spread fairly evenly over the range of Federal programs and services. Very few discrete organizations beyond those mentioned above account for greater than 1% of inquiries.

The relative volume of public inquiries varies widely among individual Centers--from a low of about 5,000 per month to a high of 52,000 which include walk-in totals. A number of interrelated factors appear to account for this disparity. For instance, location of a Center in the lobby generates substantial walk-in volumes. The relative concentration of Federal programs and services in a particular city is also a factor. However, the level of publicity is generally believed to have the most substantial impact on the volume of inquiries which a Center receives, although the actual dimensions are not clear since no data was available to precisely measure the effects of publicity on inquiry volume.

All Centers' information files are manual. No computer or other automatic or mechanical updating systems are utilized. The sources of information maintained consists primarily of information showing location and telephone number of agencies (State, local government, and private as well as Federal), usually organized by functional areas of service. Each Center

maintains such information for national, regional, State and local levels of each agency, and each Center is individually responsible for updating its basic file.

Telecommunications equipment currently available is relatively unsophisticated. Few Centers have a capability to transfer incoming calls to an appropriate Federal agency, either within the city in which the Center is located or to another area. Other telecommunication support systems are also modest. Only 12 Centers currently operate with a pre-recorded message and automatic hold capacity to accommodate incoming calls when the rest of the Center staff is busy.

Overall Analysis of Strengths and Weaknesses

The Centers' principal strengths start with a high degree of responsiveness to the substantial volume and wide diversity of questions they receive. This capacity is largely dependent on the abilities of the information specialists employed, who were perceived to be highly competent in terms of dealing with the public, generally knowledgable of government programs and services, and resourceful in seeking answers to complex questions and problems.

Responses are not confined to simply referring the questioner to an appropriate source for an answer. All Centers respond to substantive questions directly and conduct necessary research to the extent that they are able. Moreover, the informational services provided are not restricted to questions related to Federal programs and services. All Centers receive and maintain a capacity to respond to a significant volume of inquiries related to State, local, and private services available in the community.

The principal weaknesses of the system are in three general areas: overall management; information system design and support facilities; and limitations on the population served.

In terms of overall management, the Centers operate largely independent of one another with little management or policy direction and support from Washington. As a result, the quality of management in individual Centers is highly variable, as reflected in varying procedures on data file structure and maintenance, staff training, and knowledge of alternative information services and sources in the community.

Routine flow of information to Centers from individual Federal agencies, both nationally and regionally, is especially weak. Each Center is individually responsible for updating its own information files, including national and regional data common to all.

There is also a high degree of variation among Centers in terms of inquiry volumes for given levels of staff and population served. These variables directly affect their ability to respond adequately to substantive inquiries, handle peak workloads, and develop/update information sources.

Approximately 45% of the population is effectively precluded from full access to informational services by virtue of the limited extension of toll-free telephone service to only 40 tieline cities.

III. MAJOR OPTIONS FOR EXPANSION AND UPGRADING OF CENTERS

Based on the team's assessment of current Center operations and opportunities for improvements, the following basic alternatives were developed.

- Alternative One consists of a strategy of upgrading the effectiveness of the existing 37 Center network as a desirable management initiative on its own merits, as well as laying the foundation for possible expansion of the system's coverage, service level, and roles as outlined in Alternatives Two and Three. The report presents two major options for consideration, dealing with overall improvements in management support, and adjusting for workload imbalances respectively.

- Alternative Two covers various options for expanding Center coverage to all citizens on a toll-free basis, as well as supportive options for upgrading of communications equipment, data processing facilities, and the scope of informational services offered. Although any of the latter options could be implemented without necessarily expanding Center coverage, it is more likely they would be undertaken as part of a major upgrading and expansion program.

- Alternative Three modifies in a significant manner the basic role and functions of Federal Information Centers. The three specific options are: converting the Centers to a broader intergovernmental information source in cooperation with participating States and/or localities; using the Centers as part of a two-way communication link between citizens and Washington; and using the Centers to improve Federal responsiveness in consumer affairs.

Attachments A-1 and A-2 portray the above alternatives in summary form, provide cost estimates for each, and describe a recommended package for the overall expansion of the Federal Information Center network. However, it is important to note that total costs continue to be primarily for personnel and

related expenses and that most of the estimates are driven by three basic factors: (1) total population served; (2) average volume of inquiries per 100,000 population; and (3) estimates of the number of inquiries an average Center staff member can handle per day. Although the assessment did generate some additional data on these three factors, much more reliable estimating techniques and data are still needed. For this reason, the assessment team urges considerable caution in the selection and sequence of implementing the individual options recommended.

A. Upgrade Quality of Services in Existing 37 Centers

The quality of services provided by the existing 37 Federal Information Centers is generally high for the level and scope of service contemplated. However, the assessment team noted substantial variations in quality, reflective of wide differences in management and operations, and overall levels and allocation of resources. The following options are intended to upgrade quality of services provided by the existing 37 Centers, assuming no change in population coverage.

Option A.1 - Improve Quality of Service in the Existing 37 Center Network through Modest Management Improvements

The quality of management systems varies significantly among individual Centers, and certain minimal management support functions are not performed at all.

A substantial number of these recommendations can be implemented within existing Center resources, and GSA has already initiated steps to implement many of them. These include transferring Centers located in the lobby of Federal buildings to off-lobby locations, development of standardized policy directives governing Center operations, more formal training for new staff, installing more efficient data filing and updating procedures, and providing for more routine updating of common information.

A number of management improvements considered essential for efficient Center operations will entail modest additional resources. These include measures to allow Center managers to devote time to organizing and managing Center operations, modest upgrading in facilities and equipment, and strengthening national office management and policy direction capability.

The total cost of these actions are estimated at $805,000 including 37 additional full-time positions and modest upgrading in facilities and equipment.

Option A.2 - Further Upgrade Quality of Service by Adjusting for Major Staffing Imbalances and Improve Response Capabilities in Existing 37 Center Network

The volume of inquiries received varies substantially among Centers, in absolute terms, and in relation to current staffing levels. Moreover, the range in inquiry volume does not appear to relate to differences in levels of population served, probably because of differences in the extent of publicity.

The assessment team proposes that existing staffing levels be augmented in the high volume Centers in order to maintain no greater than 125 telephone calls per staff member per day. Additional publicity should be considered in areas with relatively low volumes of inquiry and staffing should be adjusted accordingly.

The combined effect of these actions would involve an additional 51 full-time information specialists positions, at a total cost of $950,000.

As part of an overall objective to upgrade the quality of response provided by the Centers, the assessment team has concluded that individual Centers must have access to a considerably greater amount of information on programs and issues than presently. A number of procedural changes are recommended designed to generate a more routine flow of information from individual Federal departments and agencies on issues of general interest to the public.

These actions will depend principally on national policy and procedural decisions, but will also require modest increases in the GSA national office staff. A total of five positions at a cost of $80,000 is proposed which combined with augmentation in Center staffing, entails a total cost for Option A.2 of $1.03 million.

Recommendation

The OMB assessment team recommends approval of each of the options discussed: Option A.1 ($.81 million), and A.2 ($1.03 million).

B. Expand Population Coverage

The assessment team perceives no rational basis for restricting coverage of Federal Information Center's services to the present 55% of the population. Three alternative, mutually exclusive options are considered for expanding coverage to 100% of the population.

Option B.1 Expand Coverage of the Centers to the Entire Country on a Toll-Free Basis from the Existing 37 Center Network

Under this option, toll-free telephone lines would be extended to the entire population, from the existing 37 Centers, and additional staff would be added to handle the increased volume of calls.

This option has the principal benefit of building on the existing system and could therefore be implemented most expeditiously and with least disruption.

A significant potential problem is degradation in the relative quality of informational services provided to citizens in outlying areas. Existing Centers now provide more comprehensive information on inquiries generated in FIC cities, as compared to tieline cities. These disparities are likely to be even greater for outlying rural areas, particularly with respect to information on locally based programs and services.

This option would entail a total additional cost of $3.6 million covering staff increases and toll-free telephone lines to all parts of the country.

Option B.2 Expand Coverage with at Least One Center per State

Under this option, all existing 37 Centers would remain in operation. However, an additional 23 Centers would be opened, one in the largest metropolitan area of those States in which no Centers exist now.

The principal advantage of this option is that it would tend to offset the relative degradation in quality of responsiveness to outlying areas cited in Option B.1 by placing the Centers closer to the populations served. It would also facilitate development of relationships with State governments for exchange of information, and establishes the basis for moving toward the government information center model, where desired.

In terms of cost, this option is not materially more expensive than Option B.1 ($3.67 million compared to $3.60 million) largely because long distance telecommunications line costs on an intra-State basis are substantially less than inter-State. This helps offset the costs of added staff.

Option B.3 Expand Coverage to Entire Population but Consolidate to 10 Regional Centers

This option contemplates operating information services from 10 consolidated Centers, probably located in each of the 10 standard Federal regional cities. The remaining Centers would be closed.

Of necessity, a 10-Center model would experience much greater difficulty in maintaining information on the hundreds of cities and towns in each region and would be forced to rely on national or regional sources primarily, and possibly State governments. The more individualized approach with citizens presently employed in most Centers and which constitute one of their strengths, probably would be compromised as well. In the view of the assessment team, the quality of informational services provided by this model would be significantly below that of the others. Moreover, reducing the number of individual Centers might be perceived by the public as a retrenchment in information services offered, and congressional support might be weakened as well.

In terms of cost, and perhaps contrary to expectations, this option would be relatively expensive--about $4.49 million compared to approximately $3.6 million for Options B.1 and B.2. These higher costs result principally from relatively high inter-State telephone communications charges relative to intra-State charges, and these costs more than offset savings realized from staff savings associated with economies of scale.

Recommendation

The OMB assessment team recommends approval of Option B.2 at an annual cost of $3.67 million.

C. Improve Quality of Service Under an Expanded Coverage Model

If the geographic coverage of informational services is expanded as outlined under any of the three preceding options, substantial strain will be placed on Federal Information Centers' ability to provide adequate informational services for the added populations. The following outlines three options to enhance their response capability for this purpose:

C.1. Improve Quality of Service by Expanding Scope of Informational Services Provided

Under the present system, primary reliance is placed on individual Centers to develop and maintain their basic information file, including routine updating of basic data and research information for unique or unanticipated questions. A number of the options discussed previously contemplate improving procedures for identifying relevant information on a more systematic basis and making it available to Centers. However, if toll-free telephone services are extended to the entire population, additional steps should be taken to develop information on programs and services in areas to which services are extended.

In developing a capacity to develop information covering a wide geographic area, a basic policy determination must be

made concerning the nature of informational services to be provided. Although the Centers are presently designed primarily to answer questions concerning the Federal Government, they cover State and local services as well. As services are expanded geographically, the ability of Centers to provide information on local programs and services will be considerably less.

The assessment team recommends that as a matter of policy, first priority be accorded to developing a response capability on Federal programs and services located in the geographic area served. As a second priority, they should attempt to develop State-based information, in cooperation with existing State information and referral services, if possible. Centers would attempt to maintain a limited amount of local information, such as telephone directories for the larger communities served, but publicity should be carefully programmed to avoid the implication that detailed local information is available.

Under this approach, additional efforts should be made to develop comprehensive, area-wide information on available Federal programs and services, and develop necessary contacts and research to assemble appropriate State and local information.

The assessment team recommends that one additional staff position be allotted to each GSA regional office for the above purpose. This would include responsibilities for identifying the information needs of other Centers in the region, and assuring such information is compiled and updated on a continuing basis and made available to the Centers in a timely and useful manner. The cost of this option is estimated at $175,000.

C.2 Improve Quality of Service Through Data Processing Support

The volume and routine nature of a substantial part of the information utilized by Centers suggests that consideration should be given use of computer capability for storage and retrieval of at least portions of the Center data file.

The OMB assessment team concluded that while computer support has considerable intuitive appeal, there was insufficient evidence available to support system-wide application of such a capability at this time.

Although a substantial amount of information utilized by the Centers is relatively routine in nature, it covers highly diverse subject matter, and updating the basic information

would be a constant and demanding process. Moreover, a substantial number of questions require individualized research and probing to obtain an adequate answer.

If a decision were made to develop a computer system support capability for the Centers under an expanded population model, as outlined under Option B, the added costs are estimated at approximately $1.2 million plus initial startup costs of $450-750 thousand. These estimates are based on a 10-Center model and would increase 5-10% if the 37 or 60 Center models were adopted.

In view of the complexity of information needs, the uncertainties regarding the cost-effectiveness of computer support, and the relatively high costs of a nationwide system, the OMB assessment team recommends that further experiments be conducted with a prototype system rather than installing a computer capability on a system-wide basis at this time. The cost of a four-month test using commercial time-sharing facilities in support of a sample of Centers is estimated at $158,000.

C.3 Improve Quality of Service by Adding Capacity to Directly "Bridge" Callers to Service Agencies

This option contemplates installing the capacity for Centers to bridge incoming telephone calls to an appropriate agency in order to assure a more adequate response to citizens' questions.

In reviewing this option, the assessment team reviewed existing State information systems currently in operation which employ this capacity--notably the States of Georgia and South Dakota tielines. Each operation was found to exhibit notable differences from current or contemplated Federal Information Center operations--particularly the extent of service provided individual callers. As a result of the highly detailed response given callers by the Georgia tieline, the overall average cost per telephone call is about $10 compared to $0.40 presently for Federal Centers. The South Dakota model, which provides less in-depth case-work assistance to callers than the Georgia tieline, operates at an average cost of $2.58 per call. Not all of these cost differentials are attributable to the call "bridging" capability, but that capacity is integrally related to the more in-depth response provided by these other models.

No accurate basis exists on which to estimate the additional cost of installing a call "bridge" capability in Federal Centers largely because proportion of calls to be bridged and extent of time spent on each are critical unknown variables.

The assessment team recommends that call "bridge" capability not be installed at this time for long distance calls. Instead, capacity for transferring calls within the local area should be added to all Centers now, and this experience should be used to gain more experience and data for estimating the need and costs of adding more complete coverage and service of this type.

D. Expand Role of Centers to Serve as Combined Federal Information Centers

The assessment included an examination of the Government Information Center in San Diego as a possible model for use elsewhere. The results confirmed that the quality and convenience of service under a combined approach with other levels of government was clearly advantageous to citizens. However, the volume of inquiries which a combined Center must be prepared to handle may run as much as 50% higher than a Federal Center, and staffing/financing arrangements for a joint Center can be potentially troublesome.

The rationale for selection of Option B.2 which would establish a Center in each State recognizes the desirability of moving toward an intergovernmental approach to providing information services. However, this model is dependent on closer day-to-day cooperation and joint planning among Federal, State, and local governments, and can only be implemented as cooperative agreements are developed among participating units of government.

Recommendation

The OMB assessment team recommends a further expansion of the San Diego pilot Center to a State-wide effort in cooperation with the State of California to develop further experience with this model. The Federal cost of this proposal is estimated at $160,000.

E. Expand Role of Federal Information Centers to Include Processing Citizen Viewpoints on Policy Issues, and Handling Consumer Complaints and Inputs

Options E. 1 and E.2 involve a fundamental change in the basic nature of the Centers. Both require the capacity to receive, analyze, and disseminate feedback from citizens. This role places the Centers in a much more sensitive public role which could adversely affect their normal function of providing information and referral services. Reservations were also voiced about the consumer complaint role, particularly with

respect to having the Center perceived as an enforcement agency on behalf of citizens vis a vis Federal agencies. In both cases, it might be extremely difficult to drop these roles once citizens begin to utilize the Centers for such purposes.

At the same time, the assessment team found support for testing both roles provided this could be done under a carefully planned and controlled strategy which would avoid jeopardizing the effectiveness of the Center information and referral activities. This would require a decentralized approach in installing such capabilities in each Center to assure adequate flexibility.

Recommendation

The assessment team recommends the Centers start with a low-key reactive role with a modest increase in staff to compensate for the workload that additional inquiries and viewpoints would generate. This is estimated at $650,000 which supports one additional staff member in all existing Centers. A similar approach is recommended for Option E.2 - a minimum upgraded capacity to refer consumer complaints to appropriate agencies, disseminate information, etc. This option would not entail any additional costs over and above the basic manpower improvements over staff increases recommended under A.1 and A.2.

Both the options should be implemented after the basic management improvements (Option A.1 and A.2) and initial expansion of geographic coverage (Option B.2) have been fully implemented. Option E.1 for 60 Centers would cost $1.11 million.

IV. BASIC CONSIDERATIONS IN EXPANDING THE NUMBER AND SCOPE OF RESPONSIBILITIES FOR FEDERAL INFORMATION CENTERS

The following basic considerations should be taken into account in planning for and expanding the scope of responsibilities for Federal Information Centers.

- National publicity on the expansion of FICs should be avoided until basic management improvement and staffing increases have been accomplished to handle increased volume of inquiries.
- An explicit legislative basis should exist or be developed for the contemplated expansion of responsibilities.

- Appropriate consultation should be held with Congress, particularly in reference to authorization and appropriation requests contemplated.

- Systematic consultation should be carried out with appropriate Federal agencies, State and local governments, and private agencies in planning for the establishment of new Centers to maximize opportunities for mutual support.

- Implementation of each recommendation should commence as quickly as possible, but on a time-phased basis tailored to the complexity, degree of difficulty, and cost of each.

The following outlines a suggested timeframe and sequence for implementation of the report's recommendations.

A. Actions to upgrade the quality of services of the existing 37 Center network contemplated by Options A.1 and A.2 should begin now, without awaiting passage of legislative authority or separate appropriations.

B. GSA should begin immediately to carry out the necessary analysis, planning, and negotiations to implement the full range of recommended actions, including:

- Plans for expanding and upgrading Center operations beyond those reflected in Options A.1 and A.2; and negotiations and plans to implement the limited pilots and test experiments proposed under Option C.2 (computerization of the data file in one Center), Option C.3 (installation of limited telephone call bridging capacity), and Option D (develop government-wide Centers in California).

C. On the basis of the initial planning and analysis carried out in the above, initial steps to implement all or selected elements of major expansion options should commence by October 1, 1977.

- With respect to expansion of coverage to 100% of the population (Option B.2), first priority should be on extension of toll-free telephone lines and services out of the existing 37 Centers.

- Initial steps to upgrade the quality of information made available to Centers on a regular, recurring basis (Option C.2) should begin.

D. Implementation of Option E.1, for expanded citizen participation should not commence until substantial upgrading in FICs' response capability has been effected. A target date of January 1978, should be adopted to install the more limited, reactive citizen participation model.

SUMMARY TABLE

Attachment A-1

Options for Expansion of Federal Information Centers

Option Description	Estimated Costs ($ million)	Cost Comments	Scope/Quality of Services	Impact Analysis Number of Citizens Served	Difficulty/Risk in Implementing
I. Current Status Maintain existing network of 37 Federal Information Centers without major change	2.86	PRESENT LEVEL	PRESENT LEVEL	- Covers 55% of Population - 7.2 Million Inquiries (1976)	NOT APPLICABLE
II. Options for Expansion/ Upgrade A.1 Upgrade quality of service in existing 37 Center network through modest management improvements	0.81	LOW - Adds 37 Staff - Supports full-time Center managers - Supports basic Management improvements	HIGH - Scope and accuracy of information improved - Better staff training	NO CHANGE	LOW - Current management procedures can be upgraded easily
A.2 Further upgrade quality of service by adjusting for major staff imbalances and improve response capabilities within existing 37 Center network	1.03	LOW - Adds 56 positions (51 at Center level)	HIGH - Reduce current work imbalances - Less lost calls - Improved information	MODERATE - Modest increase in volume	LOW - Modest increase in staff - Requires individual agency support for improved information
B.1 Expand coverage of Centers to entire country on toll-free basis from existing 37 Center network	3.60	HIGH - Adds 76 staff - Includes leased lines	MODERATE - 23 States still served from out of State	HIGH - Covers full population	MODERATE - Big staff increase - More data needed for new areas
B.2 Expand coverage to entire country with at least one Center per State	3.67	HIGH - Adds 81 staff - Includes leased lines	HIGH - All States served from in-State Center	HIGH - Covers full population	HIGH - 23 new locations - More data needed for new areas
B.3 Expand coverage to entire country but consolidate to ten regional Centers	4.49	HIGH - Adds 56 staff - Costly inter-State lines used	LOW - Limited local data - Less personal approach	HIGH - Covers full population	HIGHEST - Closes 27 Centers - New operating mode
C.1 Improve quality of service by expanding scope of informational services provided.	0.18	LOW - Minimal over A.1 and A.2	HIGH/LOW - Improved Federal data - Less local data	NO CHANGE	LOW - Requires improved information on outlying areas
C.2 Improve quality of service through major upgrading of telecommunications and data processing support	0 - 1.25	LOW - Does not include $0.45 - $0.75 start up costs	UNKNOWN - Can not be predicted - further tests needed	NO CHANGE	HIGH - Failure potential high - New system discipline
C.3 Improve quality of service by adding capacity to directly "bridge" callers to service agencies	NOT ESTIMATED	LOW/VERY HIGH - Determined by policies on extent of bridging	HIGH - High assurance that assistance is provided	UNKNOWN - Most help to disadvantaged	LOW - Cost/benefit tests needed
III. Options for Expanded Role D. Expand role of Federal Centers to serve as combined Government Information Centers (GIC) with cooperating States and localities	UP TO 0 -1.43	MODERATE - Up to 50% of present costs - Costs shared by S/L governments	HIGH - One stop service - More comprehensive data provided	MODERATE - Assumes 50% increase where implemented	MODERATE - Requires individualized S/L agreements - S/L may withdraw
E.1 Expand role of Federal Centers to include processing of citizen viewpoints on national policies	0.65 - 4.48	LOW/VERY HIGH - Very publicity sensitive	HIGH - Expands opportunity for direct citizen involvement	LOW/VERY HIGH - Depends on publicity	HIGH - Could raise false expectations
E.2 Expand role of Federal Centers to facilitate handling of consumer complaints/inputs regarding Federal agency performance and policies	0 - 1.45	MODERATE - Adds 74 people	HIGH - Better referrals - Improved coordination of consumer programs	MODERATE	HIGH - Could distort public view of FICs

SUMMARY TABLE

Recommendations for Expansion of Federal Information Centers
(Estimated Costs in $millions)

Attachment A-2

Option Description	Estimated Costs	Possible Combinations	Recommendations			
					RECOMMENDED INCREASES	CUMULATIVE TOTALS
I. Current Status Maintain existing network of 37 Federal Information Centers without major change	2.86	BASE	CURRENT STATUS (BASE)			$2.86
II. Options for Expansion/ Upgrade						
A.1 Upgrade quality of service in existing 37 Center network through modest management improvements	0.81	ANY COMBINATION OF BASE + A.1 & A.2 POSSIBLE	A.1		$0.81	
A.2 Further upgrade quality of service by adjusting for major staff imbalances and improve response capabilities within existing 37 Center network	1.03		A.2	SUB-TOTAL	1.03 $1.84	$4.70
B.1 Expand coverage of Centers to entire country on toll-free basis from existing 37 Center network	3.60	ONLY ONE OF B.1, B.2, OR B.3 POSSIBLE ALL ASSUME A.1 & A.2 BEING DONE				
B.2 Expand coverage to entire country with at least one Center per State	3.67		B.2		$3.67	$8.37
B.3 Expand coverage to entire country but consolidate to ten regional Centers	4.49					
C.1 Improve quality of service by expanding scope of informational services provided.	0.18	ANY COMBINATION OF C WOULD BE ADDED TO B.1, B.2, OR B.3 ONLY	C.1		$0.18	
C.2 Improve quality of service through major upgrading of telecommunications and data processing support	0 - 1.25		C.2 (EXPERIMENT ONLY)		0.16	
C.3 Improve quality of service by adding capacity to directly "bridge" callers to service agencies	NOT ESTIMATED		C.3 (LOCAL EXPERIMENT)	SUB-TOTAL	0 $0.34	$8.71
III. Options for Expanded Role						
D. Expand role of Federal Centers to serve as combined Government Information Centers (GIC) with cooperating States and localities	0 - 1.43	CAN BE ADDED TO ANY COMBINATION OF A, B, OR C	D (CALIFORNIA STATEWIDE EXPERIMENT)		$0.16	
E.1 Expand role of Federal Centers to include processing of citizen viewpoints on national policies	0.65 - 4.48		E.1 (MODEL I, REACTIVE ONLY 60 CENTERS)		1.11	
E.2 Expand role of Federal Centers to facilitate handling of consumer complaints/inputs regarding Federal agency performance and policies	0 - 1.45		E.2 (MINIMUM COORDINATION)	SUB-TOTAL	0 $1.27	
			TOTAL RECOMMENDATIONS			$9.98

MEMORANDUM

FOR ACTION:
The Vice President
Midge Costanza
Stu Eizenstat
Hamilton Jordan
Bob Lipshutz
Jody Powell
Jack Watson
Hugh Carter
Richard Harden
Greg Schneiders

FOR INFORMATION:

FROM: Rick Hutcheson, Staff Secretary

SUBJECT: Jim McIntyre memo 4/1/77 re Assessment of Federal Information Centers.

YOUR RESPONSE MUST BE DELIVERED TO THE STAFF SECRETARY BY:
TIME: 6:00 P.M.
DAY: Monday
DATE: April 4, 1977

ACTION REQUESTED:
Other: X Your comments

STAFF RESPONSE:
___ I concur.
Please note other comments below: ✓ No comment.

There was inadequate time to review this lengthy matter. What was the big rush? — RJL

(Note: We actually received this over the week-end)

PLEASE ATTACH THIS COPY TO MATERIAL SUBMITTED.

If you have any questions or if you anticipate a delay in submitting the required material, please telephone the Staff Secretary immediately. (Telephone, 7052)